

## PDM: An Enterprise Investment

Product Data Management entails the management and classification of **product data** and the management of change to this information.<sup>1</sup> PDM-type applications are greatly impacting the way companies do business throughout their *product lifecycle* – it is not just CAD drawings anymore.

Just this year, the aerospace industry is expected to spend \$10.4 billion on PDM/PLM technologies.<sup>2</sup> That much and more in savings has been promised by vendors. Many companies are deriving some benefits of PDM but only after much heartache and hard lessons learned. Also, the full potential of PDM is not being realized as suppliers struggle to catch up.

Although many consultants and vendors have provided assistance to industry, they have not focused on the state of implementation and needs across the industry. As Product Lifecycle Management evolves, it becomes imperative for companies to make the most of their investment, taking the opportunity to explore every process throughout the lifecycle and make it work for the enterprise.

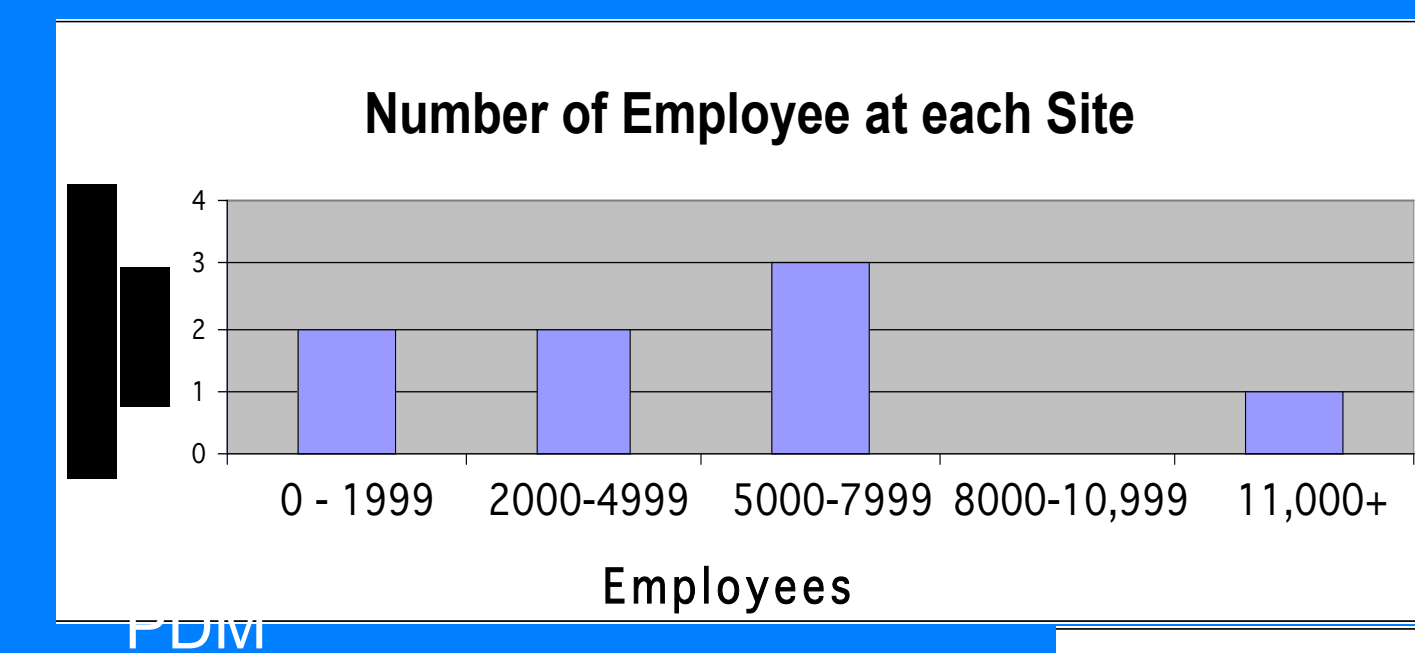
## Enterprise Take-Aways

- PDM remains focused on the design stage
- Suppliers are moving up the food chain, yet they are behind the curve on product data management capability
- Change management and data migration are the biggest challenges/pitfalls
- Lean principles and practices should be used when implementing PDM capability
- PDM enables Lean Enterprise Transformation
  - opportunity to address enterprise value stream
- Common reasons for a suboptimal or failed solution may include: lack of management support, continuing a parallel paper process, not compelling users to adopt the system.

## Research Methodology

**Nine sites** representing six different companies participated in the research. For each company, up to six interviews were done: one regarding the site, one to three pertaining to specific programs (legacy to conceptual), and others as appropriate. Data were collected on **24 programs**. Over 100 questions were asked covering topics such as requirements, schedule, management support, and training.

**Two sites** were also used for **case studies**, looking at the front-end process of selecting a PDM, and the tension between change in the organization and evolution of the technology. Results of those will be available post-plenary.

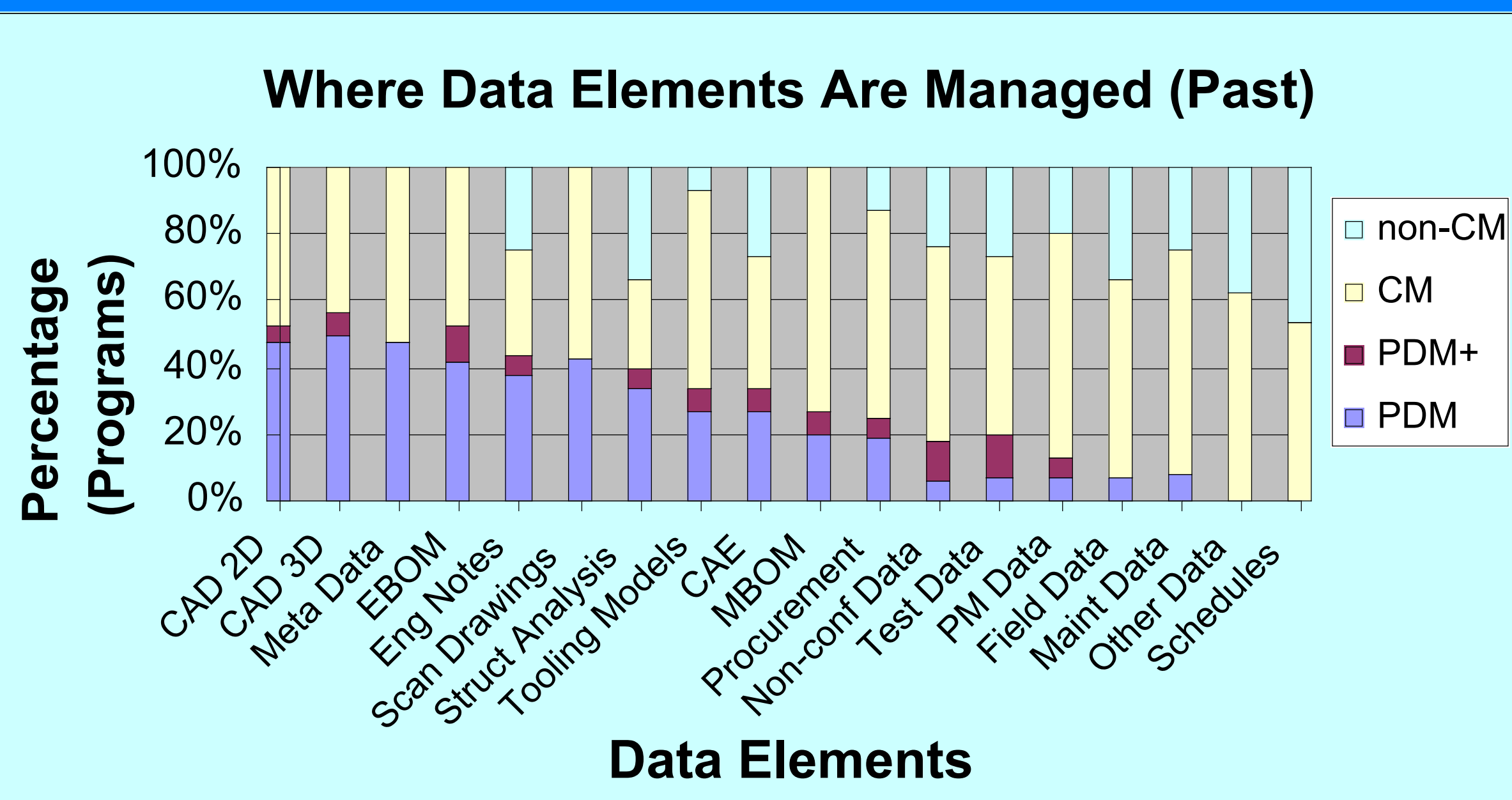
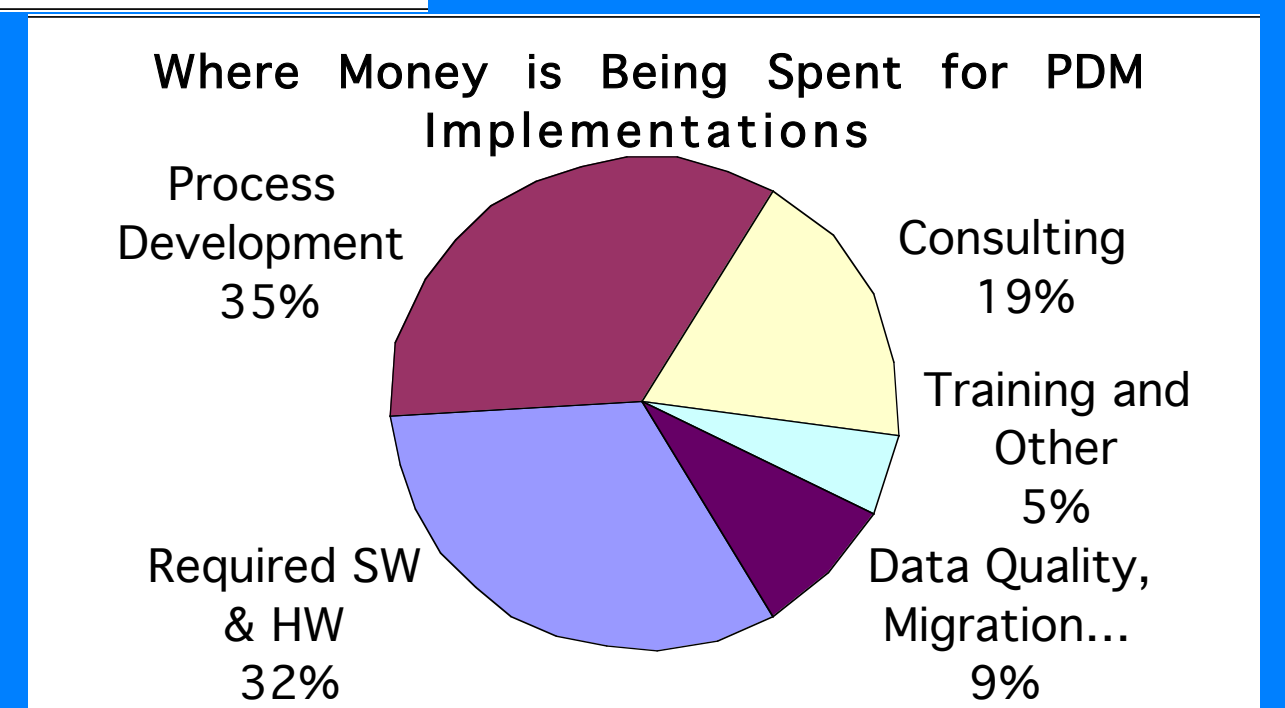


Range of implementation periods: 1999 – present

Total implementation experience:  
4 Vendor products  
34+ years of 'next-gen'

PDM

**Expertise of Interviewees:**  
Lean Change Agents, Six Sigma Blackbelts, Directors of IT and Engineering, Program and IPT Managers, CM, Senior, And Process Engineers



## Implementation Pitfalls

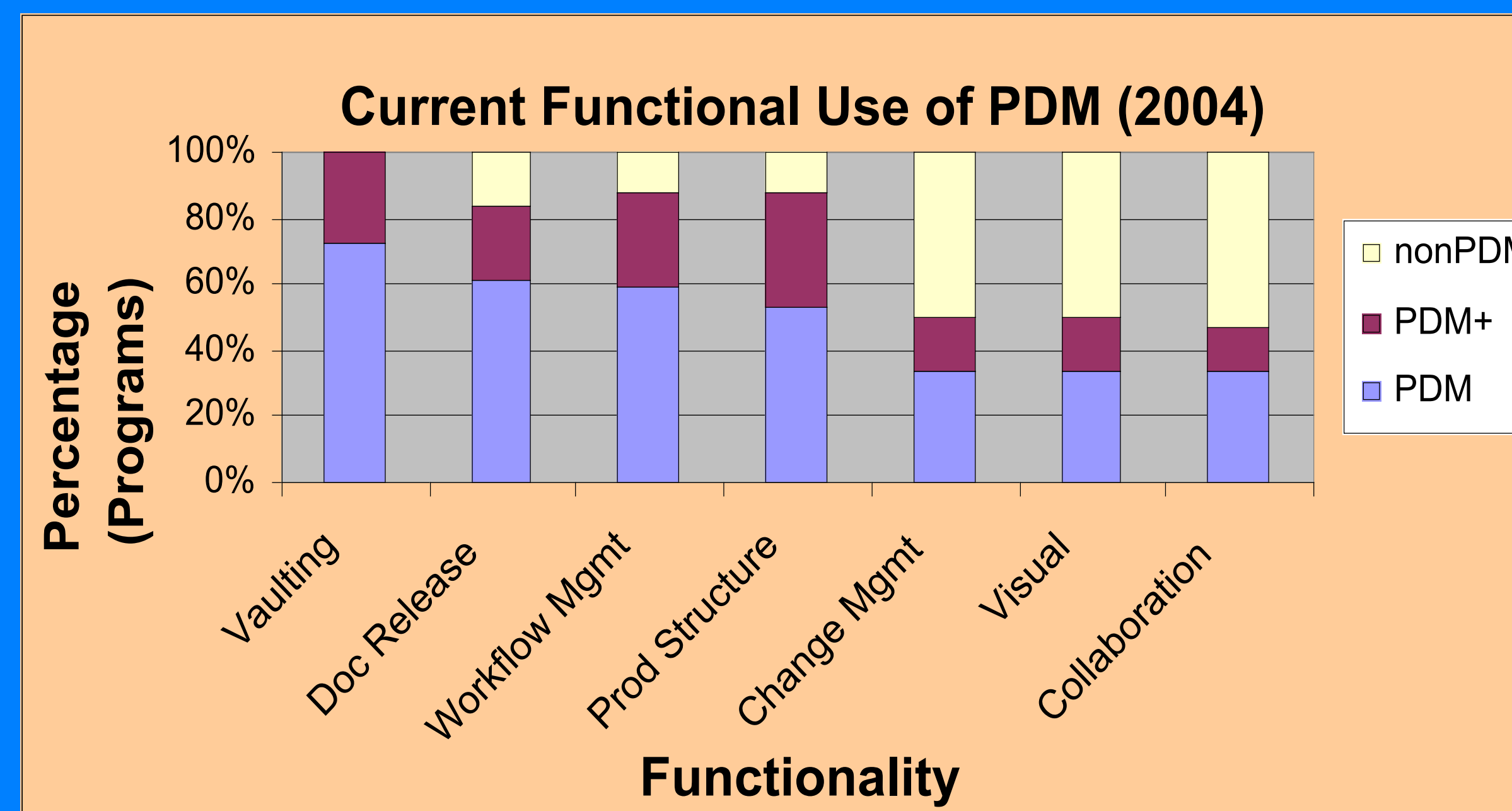
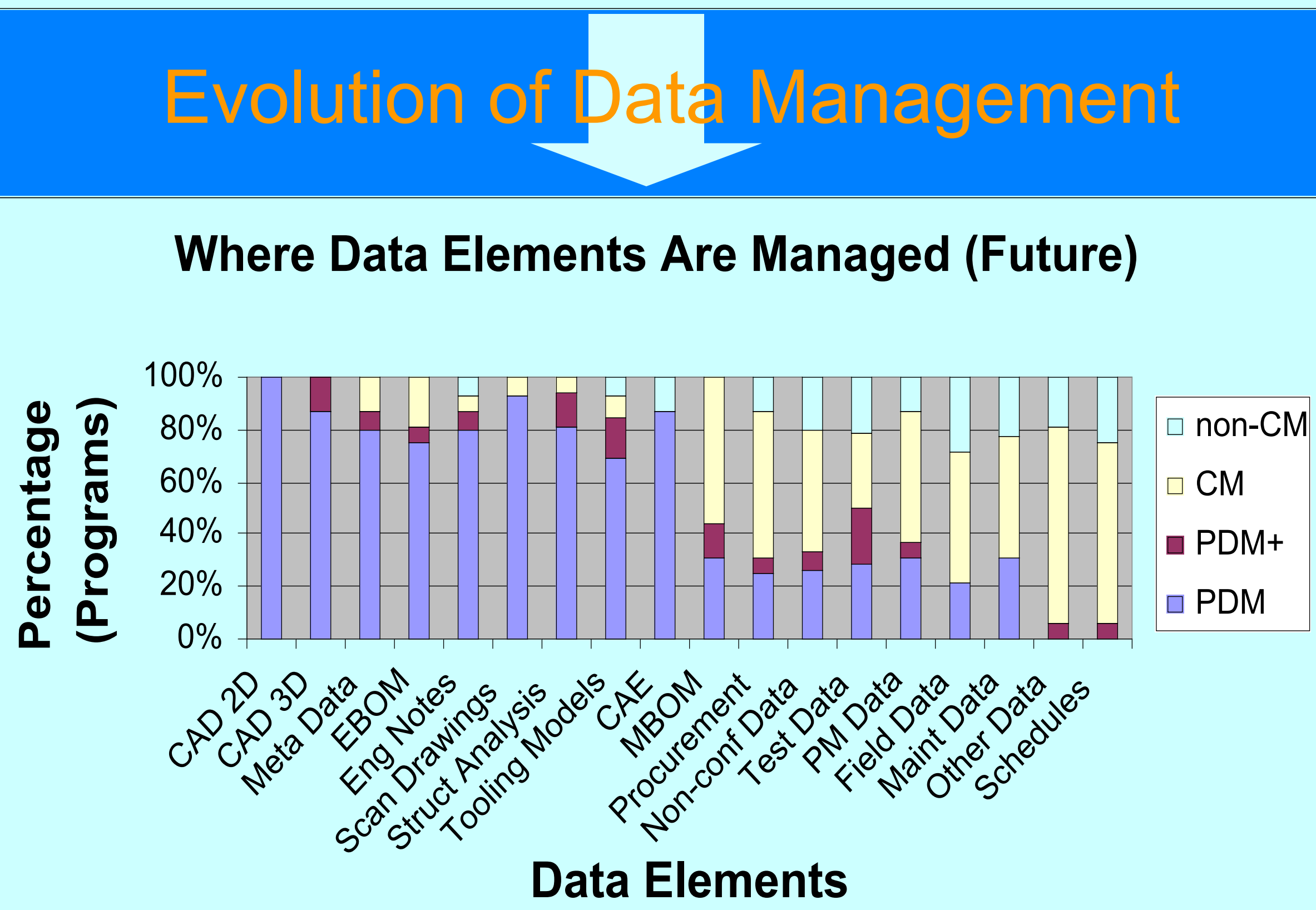
- Number of sites that made their planned schedule? 1 out of 8
- Number of sites with successful first-round training? 1 out of 8
- Number of sites with consensus on good mgmt support? 4 out of 8
- Number of programs continuing with a parallel paper process?  $\geq 6$  of 21
- Percentage of programs still replicating data? 90%

Why? What are the common mistakes are people making? How should we plan differently?

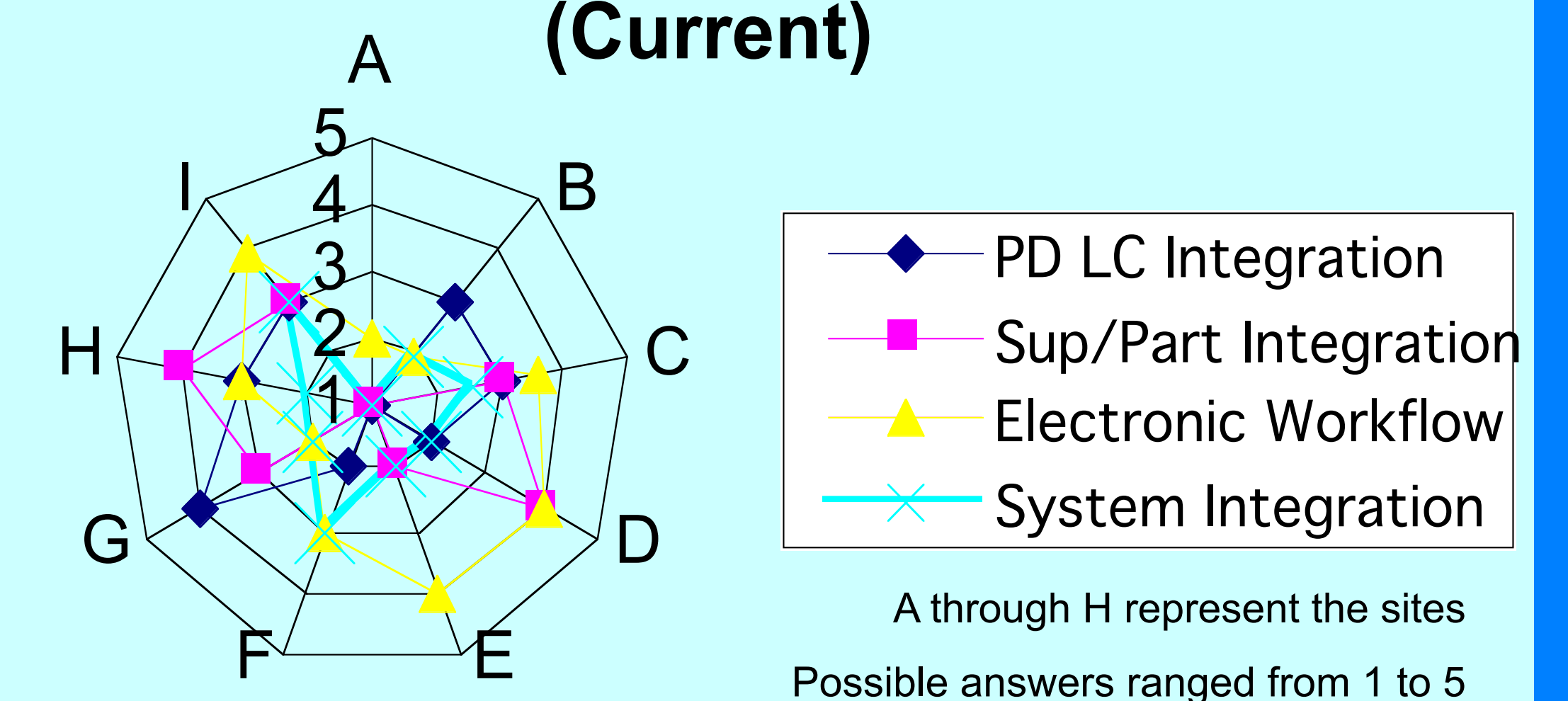
## Maturity Assessment Survey

Sites were asked to rate their PDM implementation in the following areas:

1. Integration of Product Data Across the Product Lifecycle
2. Extent of Supplier/Partner Integration
3. Management of Workflow Electronically Throughout the Product Lifecycle
4. Integration/Compatibility with Current Systems/Applications



## Results from Survey of PDM Maturity (Current)



1. [http://www.pdteurope.com/what\\_is\\_pdt.html](http://www.pdteurope.com/what_is_pdt.html)  
2. <http://www.daratech.com/press/releases/2005/050228.html>