



PLM Interest Group

PLM Executive Support

Executive Support for PLM

One of the major issues that still holds back PLM is the need to get 'Executive Support' for the implementation.



Lack of Executive Support is one of the most difficult barriers for the PLM Team to overcome, and a specific approach is needed.

PLM Managers sometimes refer to "Executives" or "Senior Management" as if they are somehow elevated and unreachable, but they work for the same company and they should share your aims of improving the business.

The PLMIG has developed a new, structured methodology that enables the PLM Team to embed PLM into senior management thinking and planning, and to make the case for new PLM improvements in a way that they will find easy to understand and approve.

Targeted Results

A feature of the Executive Support programme is that the PLM Team can define at the outset what level of support should be achieved, and the specific stakeholders who should be involved. This means that all of the on-site working sessions can be aligned around these targets, optimising the results that are achieved.

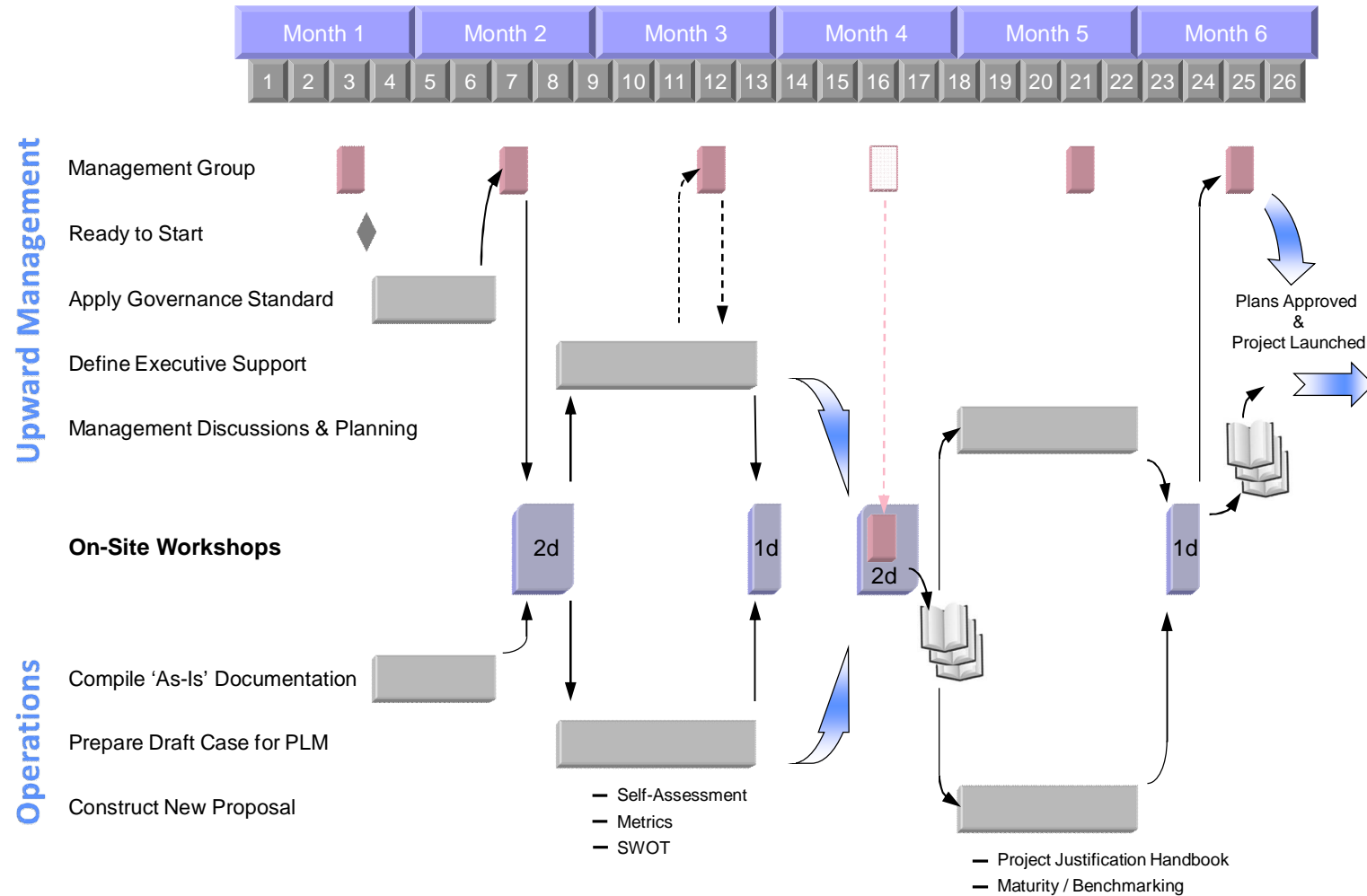
Comprehensive Approach

The methodology operates at two different levels in parallel, supported by an integrated series of on-site working sessions.

A high-level programme of upward management engages with the required senior stakeholders, while a more detailed operational analysis prepares the business case that will be presented.

Structured Programme

The Executive Support programme takes place over a 6-month elapsed time, structured around four on-site sessions.



Steering Group / Governance

The programme is structured around the meetings of the in-house Board or Management Group that has the highest executive authority for PLM approval.

In the diagram these milestones are referred to as 'Management Group' Meetings, but in smaller companies they could be reporting sessions to a particular senior VP or director. The meetings are assumed to take place once per month, which is a minimum for good governance.

A central feature of the programme is that the Management Group meeting in Month 4 is part of the PLMIG on-site support, to ensure that the true high-level view is captured and influenced.

Preparation

1. The Management Group are primed about the Executive Support initiative at the first meeting, and enable the PLM Manager to apply the [PLM Governance Standard](#). They give their feedback on the findings at the second meeting, and this is used as the Upward Management working material for the First Workshop.
2. The PLM Manager ensures that a full set of 'As-Is' documentation is available in standard format. This becomes part of the Operational working material for the First Workshop.

First On-Site Session

3. The first 2-Day on-site session is run as an internal workshop. It provides a two-way briefing for the PLM Manager and the PLMIG, followed by review and discussion. This confirms the situation in overview; highlights new areas that are currently being overlooked; and identifies the activities for the PLM Manager to follow in the next stage.

Initial Analysis

4. For the Upward Management stream, the PLM Manager investigates the parameters of the Executive inter-relationship with PLM. This is likely to include informal discussions with VPs or directors to scope and flesh out the high-level argument.
5. At the detailed level, the PLM Manager uses PLMIG tools such as the [PLM Self-Assessment Toolkit](#) and the [PLM Project Justification Handbook](#) to prepare metrics and KPIs for a draft case for PLM.

Second On-Site Session

6. The second on-site session is a single day's preparation of presentation material and documentation in advance of the third session, so that the third session runs smoothly.

Third On-Site Session

7. This is the most important working session of the programme. On the first day the Management Group give their reaction to the high-level issues and the draft operational case, with the PLMIG facilitating the meeting. On the second day a fresh set of working documentation is drafted for the PLM Manager to use for the Detailed Analysis

Detailed Analysis

8. For the Upward Management stream, the PLM Manager continues meeting senior managers and VPs to discuss prioritisation, objective setting and planning, using the new documentation for presentation and to process the feedback.
9. At the Operational level, the PLM Manager uses the [Project Justification Handbook](#) in detail, supported by additional tools such as the [PLM Maturity Reference Manual](#), to prepare the business case for a specific new PLM project that will form the next request for approval.

Fourth On-Site Session

10. The fourth on-site session is a single day in which the PLMIG helps to finalise the presentations and documentation that will be used at the final Management Group meeting in the 6-month series.

By this point the case has been prepared and the Management Group have been involved in its generation for several months. The stakeholders are well informed and the targets they wish to aim for are clear. The PLM Manager is thoroughly prepared, and armed with facts, figures and accurate written evidence.

The Management Group meeting should therefore be able to approve the plans, so that the next phase of PLM development can be launched.

Focus on Accuracy

The Executive Support programme is based on accuracy and precision. Specific senior stakeholders are identified and engaged. PLM and business issues are expressed with total clarity, so that feedback is relevant and constructive. The analysis tools for metrics and roadmapping are comprehensive and effective. The resulting proposals are aligned with business needs as they are perceived at the most senior management level.

Talking Their Language

The classic problem is that senior executives see the business in terms of the management accounts, rather than the technical issues that PLM wants to address. The PLMIG tools and methodology quantify the business benefits, and develop the PLM case with the figures and format that executives are familiar with.

Why the PLMIG?

The PLMIG has been at the forefront of PLM thought since its formation in 2004, and has run several international programmes to resolve the most intractable problems in PLM.

These culminated in the *PLM Financial Framework* initiative that ran in 5 countries from 2013 to 2015 and generated a structured toolset for quantifying every useful business benefit of PLM. The methodology also included a range of techniques to ensure that the Board is fully informed and supportive of PLM.

When combined with other PLMIG tools for benchmarking, self-assessment and maturity measurement this provides a unique platform for developing the PLM message that the business really needs.

Pricing Details

The fee for the Executive Support programme is £12000 (or €15000 / \$17500), plus travel, which includes:-

- Initial Objective Setting
- 4 x On-Site Working Sessions
- Remote Support for PLM Manager activities between sessions
- Interim and Final Documentation
- Follow-on Q&A Support

Find Out More

You can find out more via executive@plmig.com, or by contacting Roger Tempest on +44 1865 880495.