

# Aerospace & Defense Industry Consulting Practice

## Accelerating PLM's Value

Product Lifecycle Management (PLM) is the strategic business approach that puts your products and services, and the processes by which they are defined at the heart of your company—directly linked to your business strategy. PLM empowers the business, enables product and process innovation, and enhances both top- and bottom-line business benefits. In its early days, PLM created competitive advantages. In today's global economy, PLM is a competitive necessity.

Most companies would acknowledge that despite hard-won gains in the past twenty years there is still room to improve product innovation, engineering and manufacturing productivity, and customer service. Internal and external organizations and networks, e.g., partners, suppliers, and customers comprise the enterprise's *Collective Mind*. Companies can improve by leveraging the collective's creativity and knowledge, and by making better decisions through more meaningful collaboration.

CIMdata's Aerospace & Defense Industry Consulting Practice adds knowledge, know-how, roadmaps, best practices, focused research, and knowledge about available solutions and their providers to CIMdata's well-established consulting services. The practice focuses on the strategic expansion of PLM within aerospace and defense (A&D) companies, as well as its extension across their external value chains and across the complete product lifecycle.

### CIMdata's Consulting Approach

CIMdata's methodology recognizes that the successful planning, selection, and implementation

of new business strategies and supporting solutions involves ongoing, cyclical processes comprised of six phases. This applies to every organization—whatever the industry, whatever the particular requirements or applications, and whatever the desired end result. Each of the six phases (as illustrated) is separate and unique. Each is equally important, and for the outcome to be successful, each requires a set of targeted activities. CIMdata is ready to provide support during each phase.

CIMdata's consulting services concentrate on how to best leverage the full range of PLM technologies by integrating these into people's daily work processes. Many companies are already using PLM in their engineering and product development processes with positive impact. Yet a huge potential remains in



leveraging PLM technologies and processes for manufacturing and customer service integration across a global supply and delivery environment.

CIMdata tailors its services to the specific business and operational needs of its clients.

## **Strategy Development**

Strategy defines the purpose for collaboration and is derived from the business objectives. It defines what is required for transparency, accountability, execution velocity, and effective value chain collaboration. Defining the purpose is a crucial step in accelerating adoption of new processes and associated enabling technologies in a way closely aligned with the desired cultural attributes.

It is also critical to recognize that strategy is not about deploying technologies, but rather about clarifying internal and external collaboration and robust decision-making processes and capabilities needed to achieve the business objectives as a critical first step.

## **Solution Definition**

A number of tailored activities support the development of a detailed solution definition. For example, CIMdata conducts a maturity assessment to understand the existing barriers to collaboration and the gaps based on leadership behaviors; organizational design; the processes and techniques for knowledge sharing, discovery, and acquisition; and the existing culture. The assessment provides insights into the current state from which to develop a roadmap to the future vision.

Our methodology supports the evaluation of a solution based on critical aspects of user adoption of new processes and associated enabling technologies. These include speed, seamless integration, ease of use, and alignment to existing workflows, to name a few.

CIMdata brings the most comprehensive view of PLM tools, processes, and techniques that can meet specific business objectives. CIMdata also assists our clients in aligning functional organizations such as marketing, sales, R&D, engineering, manufacturing, customer service, and information technology to a common solution that satisfies the business needs of each organization individually and collectively.

## **Solution Evaluation & Selection**

CIMdata's extensive understanding of the commercially available solutions dramatically reduces the time needed to evaluate and select the most appropriate solutions. CIMdata's evaluation and selection methodology helps an organization focus on the business and technical issues that are most critical to achieve its strategy and vision. Leveraging CIMdata's knowledge of the available solutions and our clients' specific requirements, we are able to provide a short list of appropriate solutions for further evaluation utilizing a number of technical and business-oriented templates and methodologies.

## **Implementation Planning**

CIMdata's support continues through implementation planning. Over the years, CIMdata has provided a significant amount of strategic advice and counsel during this critical, but often overlooked phase of a project. CIMdata offers best practice support for statement of work development, contract negotiation, implementation team structuring, to-be process definition, systems definition, cultural and organizational change management, training, and more. CIMdata provides support tailored to our client's implementation planning needs.

## **Implementation Support**

Any new strategic solution implementation requires active implementation support and leadership engagement. CIMdata assists with creation of a team of change agents, representing different lines of business (e.g., marketing, sales, R&D, engineering, manufacturing, customer service and IT) that must be assembled to push adoption deep into the organization.

Implementation success requires executive sponsorship. CIMdata assists leadership with developing clear, simple, and straightforward guidelines. The emphasis is on innovation and business improvement as the primary reason, but

with recognition that personalization is necessary to fostering trust and willingness to share and connect.

CIMdata assists with defining and establishing a group of communities representing various interests and functions within the organization and leveraging them effectively towards the organizational goals. It is crucial that people enjoy the experience and gain quick wins. As these quick wins diffuse throughout the organization the implementation will gain momentum.

### **Monitoring & Continuous Improvement**

Early on, the primary means of measuring adoption is to identify and celebrate successes and “smart” failures that lead to organizational learning. At this stage, it is also important to recognize the power of collaborators and innovators, and their positive impact on solution adoption. CIMdata leverages a set of assessment techniques and other best practice experiences to identify areas requiring improvement and then recommends roadmaps to move forward.

### **A&D PLM Action Group**

CIMdata established the Aerospace & Defense PLM Action Group in 2014 to provide a unique opportunity for A&D industry leaders to maximize the benefits they receive from their PLM-related investments. Enrollment is open to aerospace and defense OEMs and tier 1 suppliers who wish to

collectively address current PLM-related challenges, close technology gaps, expose needed standards, and co-sponsor collaborative research with CIMdata.

Participation in the Action Group enables members to make more informed business decisions by providing timely and valuable information, insights, and advice, while networking with companies with similar PLM challenges. Additionally, annual participation in this action group facilitates an on-going working relationship with CIMdata that strengthens and enhances the value of support available to each member.

### **About CIMdata**

CIMdata, an independent worldwide firm, provides strategic management consulting to maximize an enterprise’s ability to design, deliver, and support innovative products and services by identifying and implementing appropriate digital initiatives. For forty years, CIMdata has provided industrial organizations and providers of technologies and services with world-class knowledge, expertise, and best-practice methods on a broad set of product lifecycle management (PLM) solutions and the digital transformation they enable. CIMdata also offers research, subscription services, publications, and education through certificate programs and international conferences. To learn more, visit [www.CIMdata.com](http://www.CIMdata.com) or email [info@CIMdata.com](mailto:info@CIMdata.com).