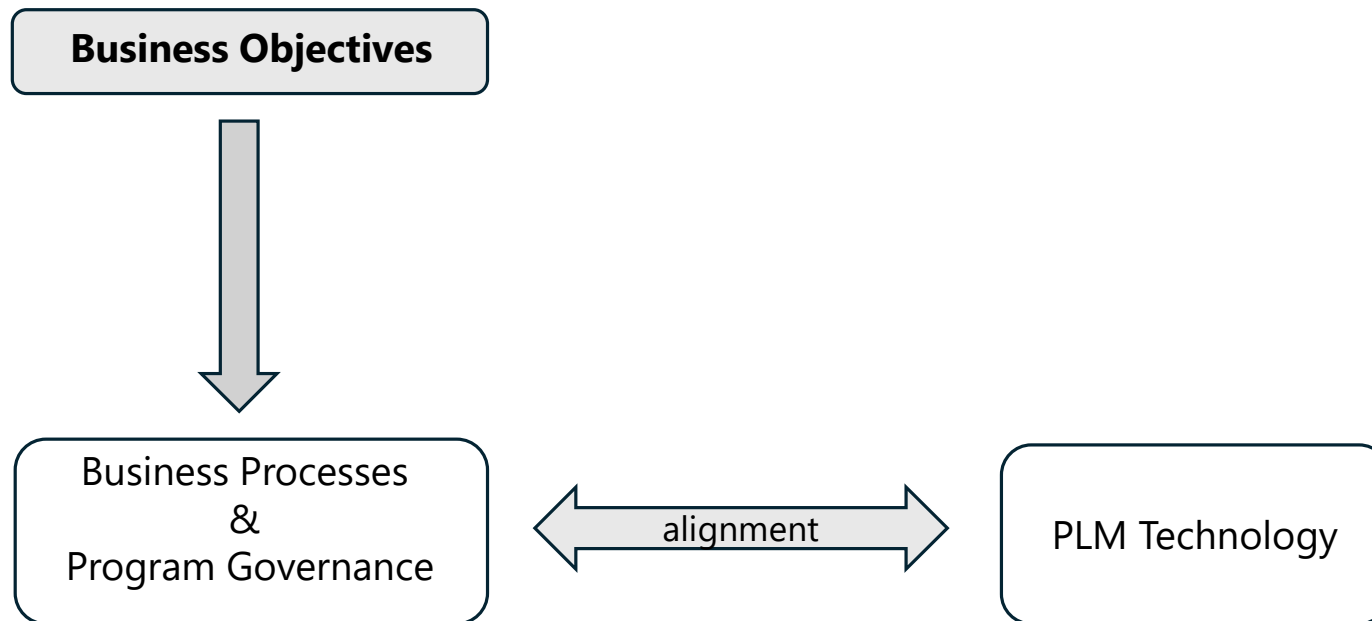


# Structural Foundations for Successful PLM Programs

Introducing the 4-Phase PLM Model

# Business Objectives in a PLM program



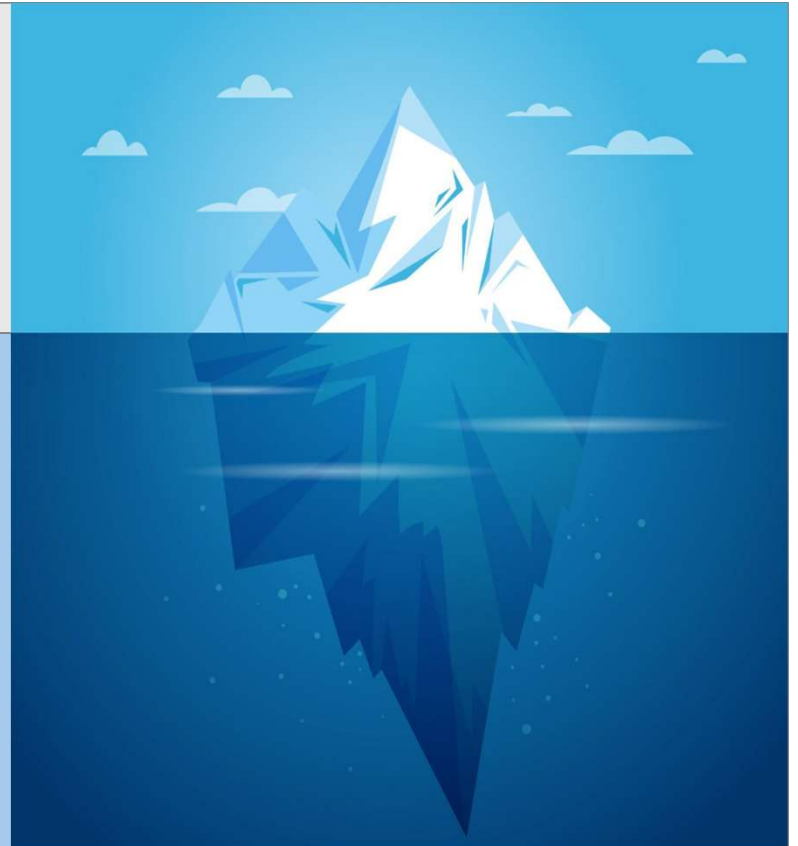
# What determines PLM success

## Be cautious about visible focus and quick fixes

- Listed System Capabilities (Marketing information)
- Configuration Capability (what the tool can do)
- Demo Scenarios by Vendors
- Interface & Reporting Examples

## Structural Drivers determine success

- Process Alignment
- Governance Clarity
- Role Definition
- Executive Ownership



# Recurring Failure Patterns in PLM Programs

- Feature-driven selection
- Over-scoped first release
- Weak executive ownership
- Late or no Structural validation
- Missing Value tracking

## A critical Insight

*PLM failures are rarely technical.*

*They are structural.*

# Why Structural Misalignment Escalates

- Unclear structure



- Configured in the system



- Embedded in the architecture



- Expensive to change

# The 4-Phase PLM Model

