

Contents

Acknowledgments	xi
Chapter 1: Introduction—The Path to PLM	1
Information as a Substitute for Wasted Time, Energy, and Material	6
The Trajectory of Computer Technology Development	12
The Virtualization of Physical Objects	16
The Distinction between Processes and Practices	19
The Outline of the Book	25
Chapter 2: Constructing PLM	29
Defining PLM	32
PLM Lifecycle Model	40
Plan	41
Design	42
Build	43
Support	44
Dispose	44
The Threads of PLM	45
Computer Aided Design (CAD)	46
Engineering Data Management (EDM)	49
Product Data Management (PDM)	52
Computer Integrated Manufacturing (CIM)	54
Weaving the Threads into PLM	55
Comparing PLM to ERP	56
Summary	62

Chapter 3: Characteristics of PLM	65
Information Silos	65
Information Mirroring Model (IM Model)	71
Characteristics of PLM	77
Singularity	78
Correspondence	81
Cohesion	83
Traceability	86
Reflectiveness	89
Cued Availability	91
Summary	93
Chapter 4: The Environment Driving PLM	95
External Drivers	96
Scale	96
Complexity	99
Cycle Times	101
Globalization	103
Regulation	105
Internal Drivers	109
Productivity	110
Innovation	112
Collaboration	114
Quality	115
Boardroom Driver—IT Value Map	117
Income, Revenue, and Costs	118
Comparing Lean Manufacturing, ERP, CRM, and PLM	121
Summary	127
Chapter 5: PLM Elements	129
The Process/Practice versus Technology Matrix	129
The People, Process/Practice, Information Technology Triangle	133
People	134
Process/Practice	143
Technology	152
Summary	156
Chapter 6: Collaborative Product Development— Starting the Digital Lifecycle	159
What Is Collaborative Product Development?	159
Mapping Requirements to Specifications	162
Part Numbering	164

Engineering Vaulting	167
Product Reuse	168
Start and Smart Parts	169
Engineering Change Management	171
Collaboration Room	172
Bill of Material and Process Consistency	174
Digital Mock-Up and Prototype Development	175
Design for the Environment (DfE)	178
Virtual Testing and Validation	180
Marketing Collateral	181
Summary	183
Chapter 7: Digital Manufacturing—PLM in the Factory	185
What Is Digital Manufacturing?	185
Early Promise of Digital Manufacturing	189
Manufacturing the First One, Ramp Up, and	
Manufacturing the Rest of Them	192
Manufacturing the First One	193
Ramp Up	204
Manufacturing the Rest	207
Production Planning	208
Summary	213
Chapter 8: Outside the Factory Door	217
Costs Do Not Stop at the Factory Door	217
Quality Scrap Production	218
Product Liability	220
Warranty	222
Quality in Use, Not in Theory	223
Product Usability	225
New Revenue Model Opportunities	226
Repair Services	226
Product Extension Services	228
End of Life Recycling and Disposal	229
Summary	231
Chapter 9: Developing a PLM Strategy	233
What Is Strategy?	233
A Vision of Tomorrow	234
A Realistic Assessment of Today	237
Plan for Bridging the Gap	239
Capabilities and Resources Required	240
Impact of Strategy	244

Implementing a PLM Strategy—Lessons Learned	247
Top Management Is Engaged, Not Just Involved	248
Project Leaders Are Veterans and Team Members Are Decision Makers	250
Third Parties Fill Gaps in Expertise and Transfer Knowledge	252
Change Management Goes Hand in Hand with Project Management	253
The Final Success Factor Is That a Satisficing Mindset Prevails	254
Acting Like the CXO	254
Find PLM Initiatives to Support Corporate Objectives	255
See Beyond Functional Barriers	256
Watch for Optimal Decisions That Are Suboptimal	257
Stretch Change Muscle	258
Think “One Organization”	258
Summary	259
Chapter 10: Conducting a PLM Readiness Assessment	263
Infrastructure Assessment	263
Adequateness of the Current Technology	265
Scalability of the Technology	267
Modularity of the Technology	267
Openness of the Technology	268
Assessment of Current Systems and Applications	269
People Assessment	271
Process/Practice Assessment	275
Capability Maturity Model Assessment	277
Assessment Cautions	288
Summary	290
Chapter 11: The Real World and the Universe of Possibilities for PLM	293
Technology	296
People	300
Processes/Practices	301
Index	305