

14A - PLM Integration and Change Management – Technology, Chaos, Culture

Presenter

Scott E. Davis, Director, Global Documentation Systems Symmetricom - scdavis@symmetricom.com

Session Summary

This presentation outlines the change management process used in the acquisition and implementation of Oracle-Agile Product Lifecycle Management (PLM) at Symmetricom, a manufacturer of time and frequency equipment and software. The PLM system strikes at core day-to-day operational requirements: engineering changes and management of off-the-shelf parts.

The challenge was to implement radical change in a significantly cross-functional system that includes many interfaces and demands for coordination, while working around geographical dispersion and organizational silos. Despite these challenges, Symmetricom successfully implemented both the technological and the process changes in less than five months from the formal project kickoff. The presentation explores:

- The methods used (communication plans, team composition, rollout)
- The eventual performance improvement in cycle time and quality

The session's key objectives:

- Describe the current state of Symmetricom before the project
- Describe the methods used to manage the change effort
- Present the end results in terms of key performance indicators

The session's key takeaways:

- Methods for justifying the acquisition of PLM software
- Communications strategies during and after implementation
- Team selection and management methodologies
- Coordination of a geographically dispersed project team
- Dealing with entrenched stakeholders and resistance to change
- Measurement systems used to assess the process performance

Presenter – Scott E. Davis

Scott E. Davis, Director of Global Documentation Systems at Symmetricom, a manufacturer of time and frequency instrumentation and software for telecommunications, test and measurement, and space and defense applications. He is a certified Manager of Quality/Organizational Excellence from ASQ. In the past, Scott's responsibilities include positions bridging the quality and engineering functions at Symmetricom, Lutron Electronics, and in the U.S. Navy as a staff engineer at Naval Reactors Headquarters. He holds an MBA from Babson College in Wellesley, and an MA and a BA in Physics from the University of Chicago.