

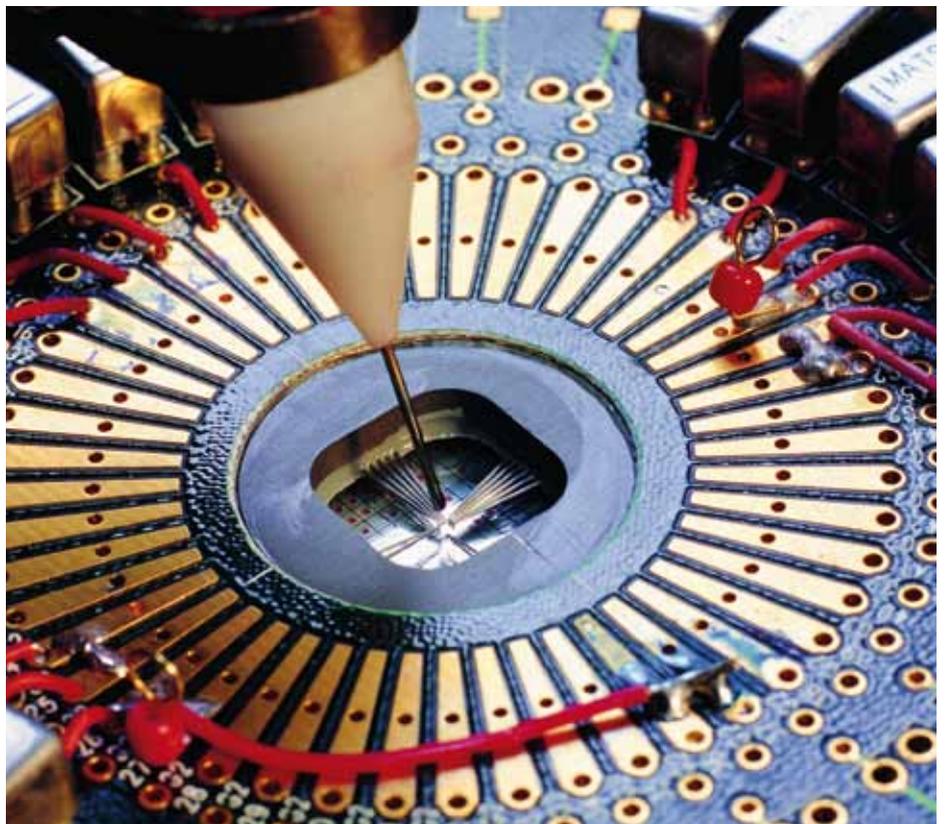
transforming a global leader

through worldwide roll-out of PLM

For Siemens, PLM is not so much a new application as a tool for changing every aspect of its operations for the better, and for the long term.

Siemens is one of the world's leading engineering and manufacturing companies. It operates in virtually every country in the world through its four main business sectors: Industry, Energy, Healthcare and Infrastructure & Cities.

The Industry sector is a huge business in its own right, and its Industry Automation and Drive Technologies divisions employ more than 65,000 people in 50 locations worldwide. Between them, they supply a high proportion of the world's automated manufacturing systems, sensors and control technology, together with key components such as gears and drive trains for leading industrial users around the world.



Targeting higher speed and greater agility

The challenge

The company's strategic aim is to become faster and more agile, which means achieving end-to-end process integration across the entire product lifecycle, covering design development, engineering and maintenance, right through to retirement and replacement. That's the reason why Siemens launched a transformation program in 2007 called "Integrate, Enable, Collaborate" (IEC), which neatly describes the objectives and scope of the activity.

The IEC programme covers the entire lifecycle, from end to end, and is a completely integrated and holistic activity.

Siemens' management knew from the start that the IEC programme would be a huge undertaking, lasting between five and seven years. Success would be measured according to the speed and agility achieved by using a single platform for all processes involved in designing, building and developing multiple products.

The strategic goal of the transformation program is to halve the time to market, partly by reducing sub-optimized working on current legacy platforms and partly by moving from sequential working to carrying out tasks in parallel.

The solution

Siemens understood that the best way to achieve these targets was to develop and employ a Product Lifecycle Management (PLM) system. With common workflows for rapid reuse and adaptation, PLM has the capacity to transform performance across the entire business.

Siemens Industry Automation includes Siemens PLM Software: one of the world's most powerful and capable PLM specialists, and they were mobilised as prime contractor for the project. Siemens PLM Software worked with Atos and a number of key contractors to develop the solution and deliver a harmonized technology platform that will eventually support all the

processes involved in managing, from initial design through development to retirement and replacement.

Atos deployed the worldwide resources of the Atos PLM Global Competence Centre, which comprises 400 consultants, based in 14 countries, reflecting a key aspect of the IEC program: its truly global nature. Main centres of activity are in Germany and the United States, but teams based in around 30 other countries are also affected by the changes. The Atos team has been involved in driving the program in all of these locations, and our global reach has proved essential to its success.

Given the sheer scale of the activity involved, the implementation was designed to happen in stages. The first focused on Greenfield deployment of PLM document management at a single business unit, followed by Computer Aided Design (CAD) data management. The aim was to validate the approach and analyze initial results, without risking disruption to business. This was followed by a major deployment in 2010, as the team moved 1,500 worldwide users in the design field from their existing legacy systems to the new platform.

In 2012, the next step-change will take place, as the entire Product Data Management activity is also moved to the new, integrated platform. This will enable process integration improvements, resulting in further business transformation through parallel working, reduced waste and better value-chain management.

Atos has been closely involved in the overall deployment of PLM within the program, working within the core framework and managing key stages of deployment. As the program has evolved, the Atos team has also been responsible for a growing range of specific process and software developments.

Delivering the results

The IEC program is changing every significant process within the core business of the organization for the better. The level of integration enabled by PLM

will be transformational, similar to the massive changes driven by ERP in the early 1990s. Today, the first benefits are already being leveraged.

People across the organization are thinking and acting in new ways, breaking away from silo thinking and learning new skills and methods. Unprecedented process transparency has now been achieved, and that makes it far easier to manage the increasing complexity of a global business.

But even greater improvements can be seen in areas of collaborative working. For the first time, there is a direct connection between all stages of design and all design teams. Using the common PLM platform, design information can now be shared instantly with engineering and used to produce mechanical parts. This has made a significant contribution to improved productivity, speed and quality.

Michael Wokusch, leader for Organizational Change in the PMO, explains how it feels to be driving the program. "It is similar to a large flywheel," he says. "To start it working, you have to overcome a large amount of inertia: it takes time and begins slowly. Once under way, however, it develops enormous momentum and just keeps going."

Siemens' Industry Sector is already a global leader in a very competitive marketplace. Working with Siemens PLM Software and Atos, it is achieving greater competitive advantage and performance improvements right across the business. Atos is proud to be playing such a strategic role in this huge and influential change program.



For more information:
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