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Transforming the Organization –

The Microsoft PLM Journey

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Business Situation; Circa 2015

- Accelerating devices roadmap
- Exploding cloud growth
- Increasing demand for data

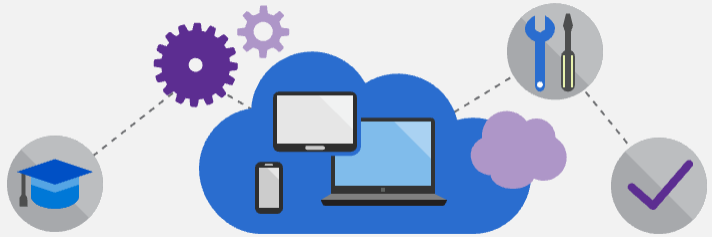
Surface Book

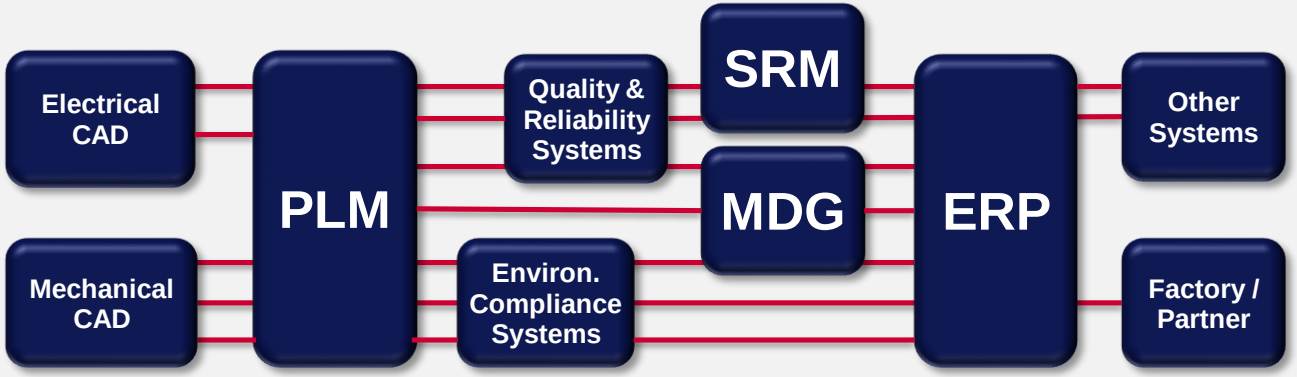
Surface Studio

Xbox One X

Surface Laptop

Microsoft Azure Data Center





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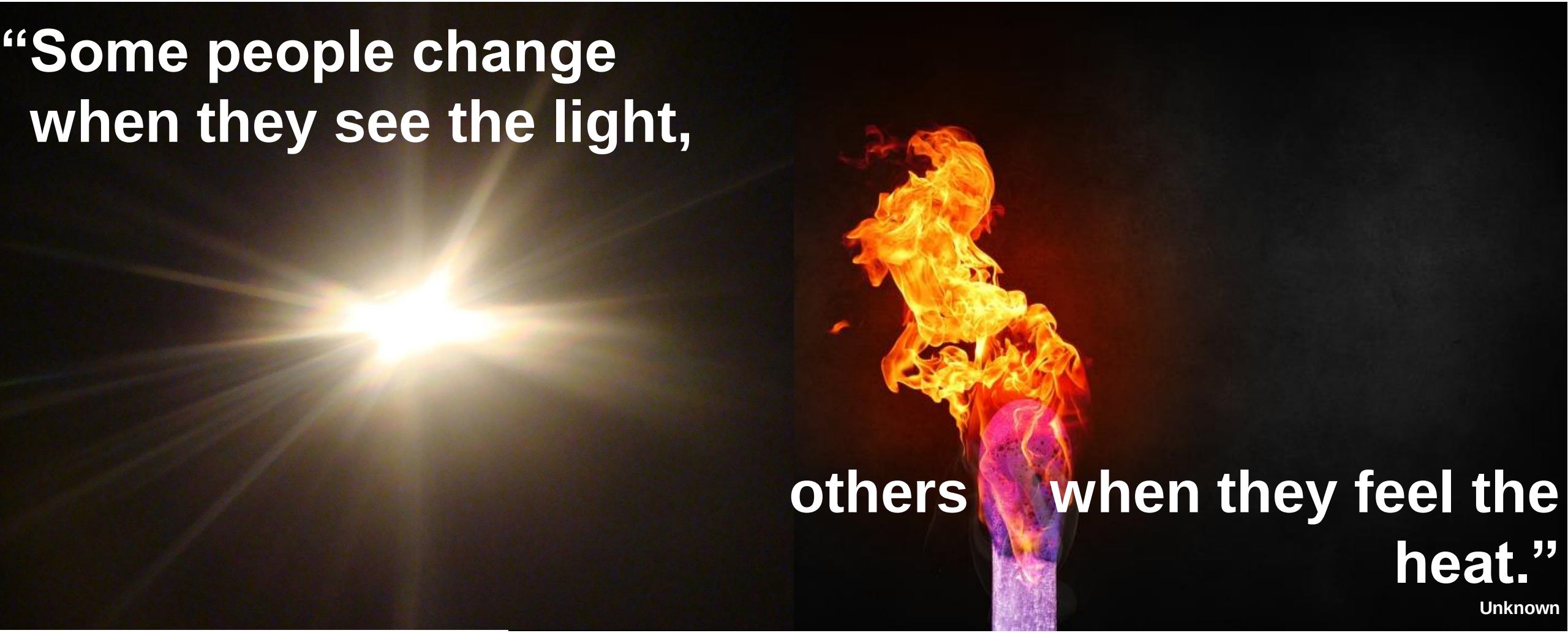
“Some people change
when they see the light,
others
when they feel the
heat.”
Unknown

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Strategy to Manage Change

- Sponsorship involvement
- Business subject expert engagement
- Execution process
- Communication
- Training

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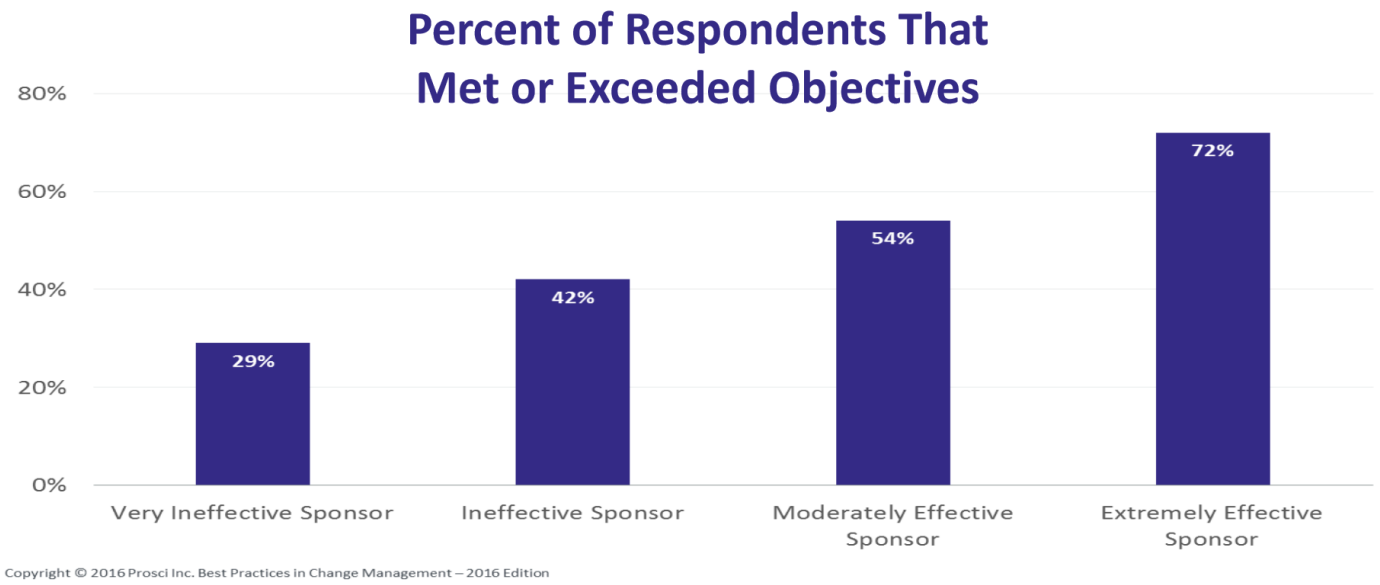
Leadership Involvement

- Involve stakeholders
- Establish a governance model
- Communicate across the organization
- Leadership supports the change and articulates its benefits

Sponsor Effectiveness Directly Correlates to Project Success



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Leverage Subject Matter Experts

- **Embed** business subject matter experts
- Provide **business context** during iteration
- Understand the **intersection** of system, process, and data
- Become a **liaison** for the business

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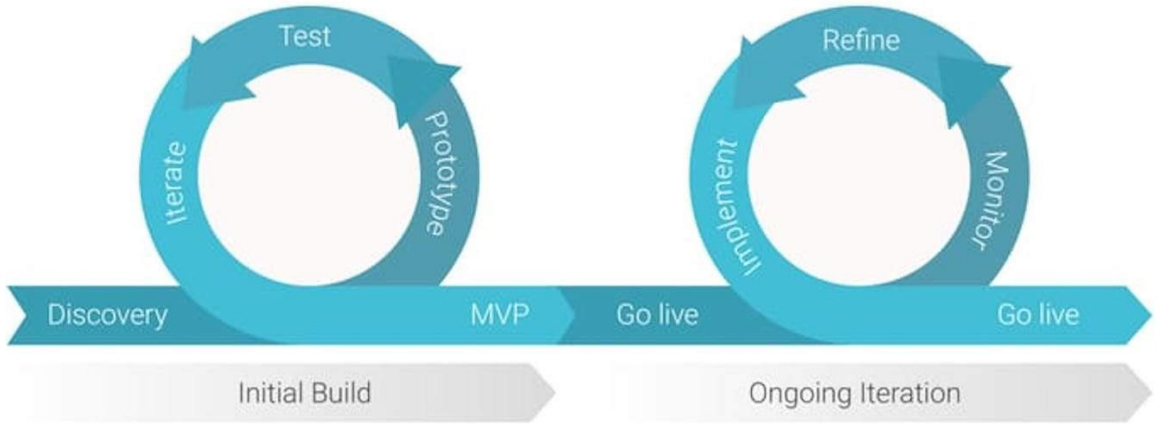
Accelerate using Agile Development

- **Working software** is continuously delivered in short increments and iterative sprints

- Release rapidly so that stakeholders could **iteratively improve** the platform

- Engage users to **receive collaborative feedback** for upcoming sprint activities

- Prioritize and manage the backlog which are tied to drive **business outcomes**



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Multiple Facets of Communication

- **Plan for resources** to drive communications
  - Specifically brought on individuals to develop and drive communications including training

- Demonstrate often and show progress including **business value** being enabled

- Keep the message **concise and targeted**

- **Hear the feedback** – Incorporate improvements iteratively

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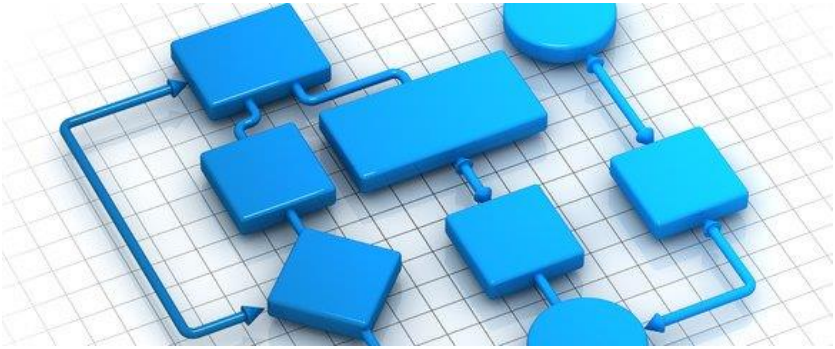
Rethinking Training

- Develop training based on end-to-end processes



- Online training based on core capabilities
  - < 5-minute vignettes

- Instructor lead training from subject matter experts
  - Internal and external users

- Publish release notes and updates regularly
  - Conduct overview session post-releases

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Microsoft Azure: PLM Case Study

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What is Azure?

Microsoft Azure is an ever-expanding set of cloud services to help your organization meet your business challenges. It's the freedom to build, manage, and deploy applications on a massive, global network using your favorite tools and frameworks.

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Azure HW Configuration and Design Team

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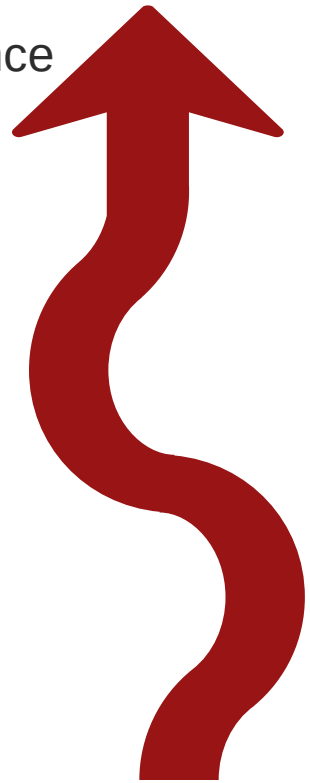
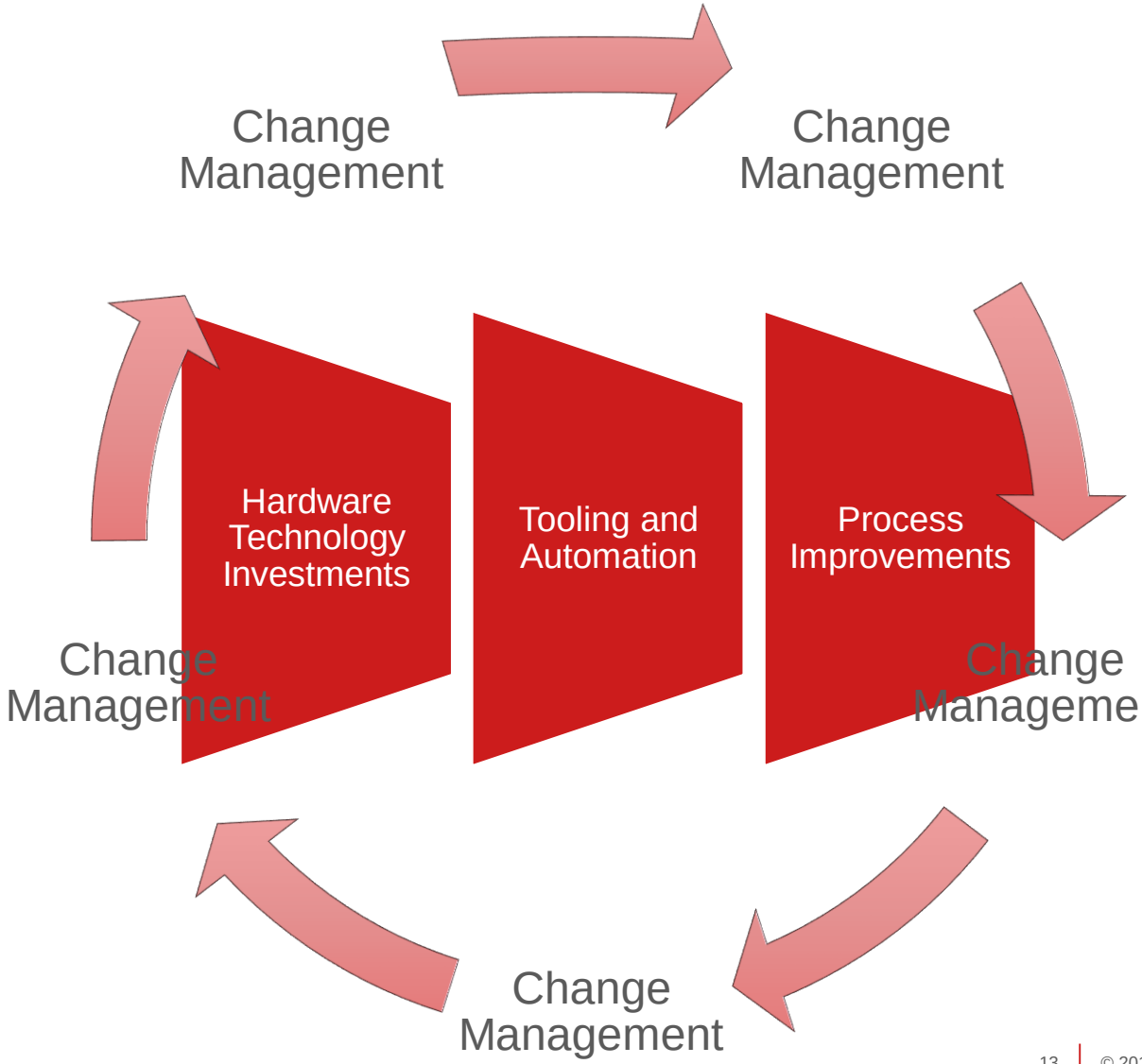
Microsoft PLM Case Study

- **Transformation Strategy**

On Demand Design Hand Off
High Quality
Design Persistence



39% On Time Hand Off



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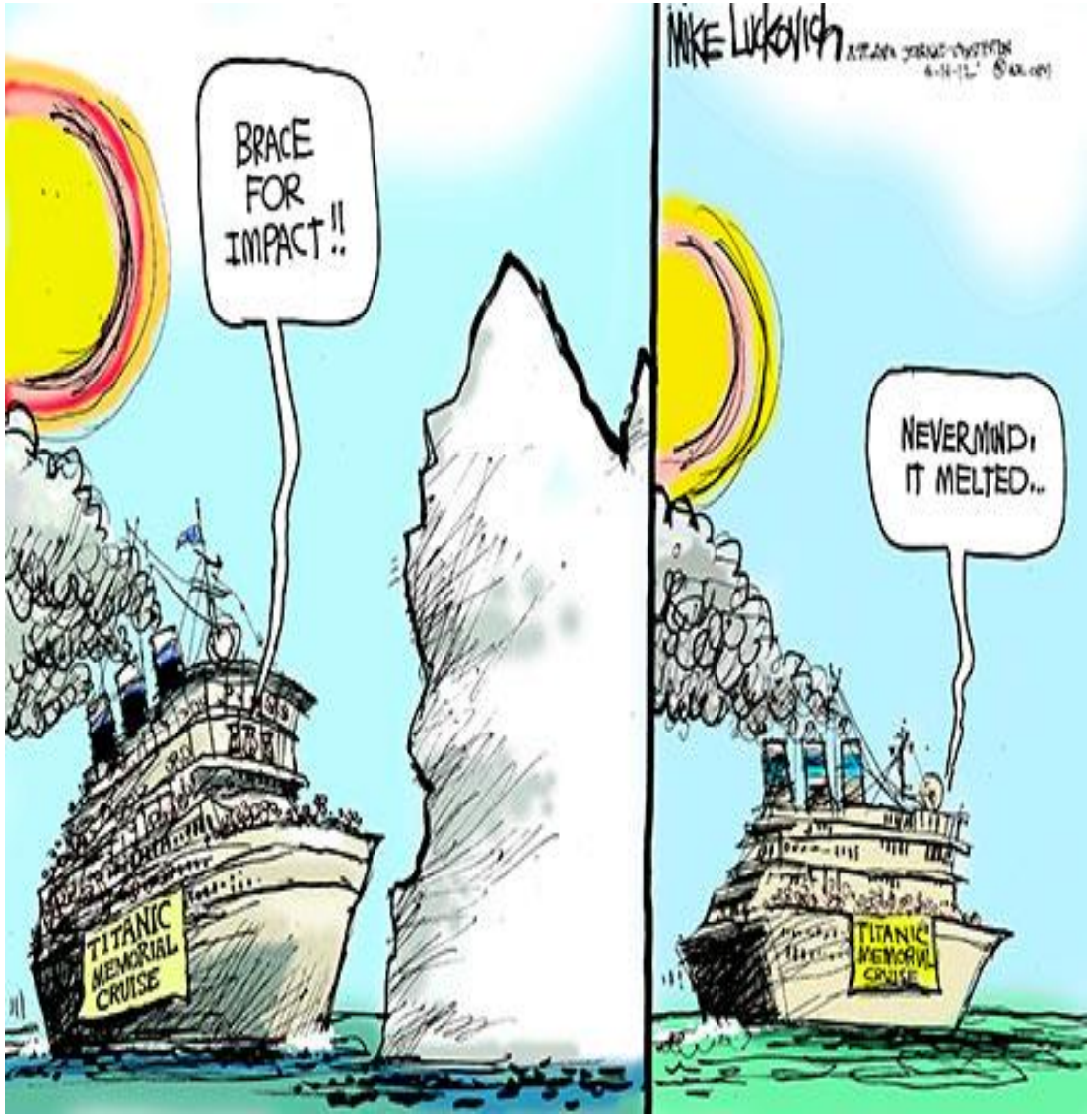
- **Plan Ahead**
  - Who will be impacted by the change?
  - How?
  - Set expectations



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- **People matter**
  - Be inclusive
  - Engage early

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- **Motivation**
  - Are people bought into the change?

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- **Avoid frequent, small business changes**
- **Create impactful and meaningful changes**

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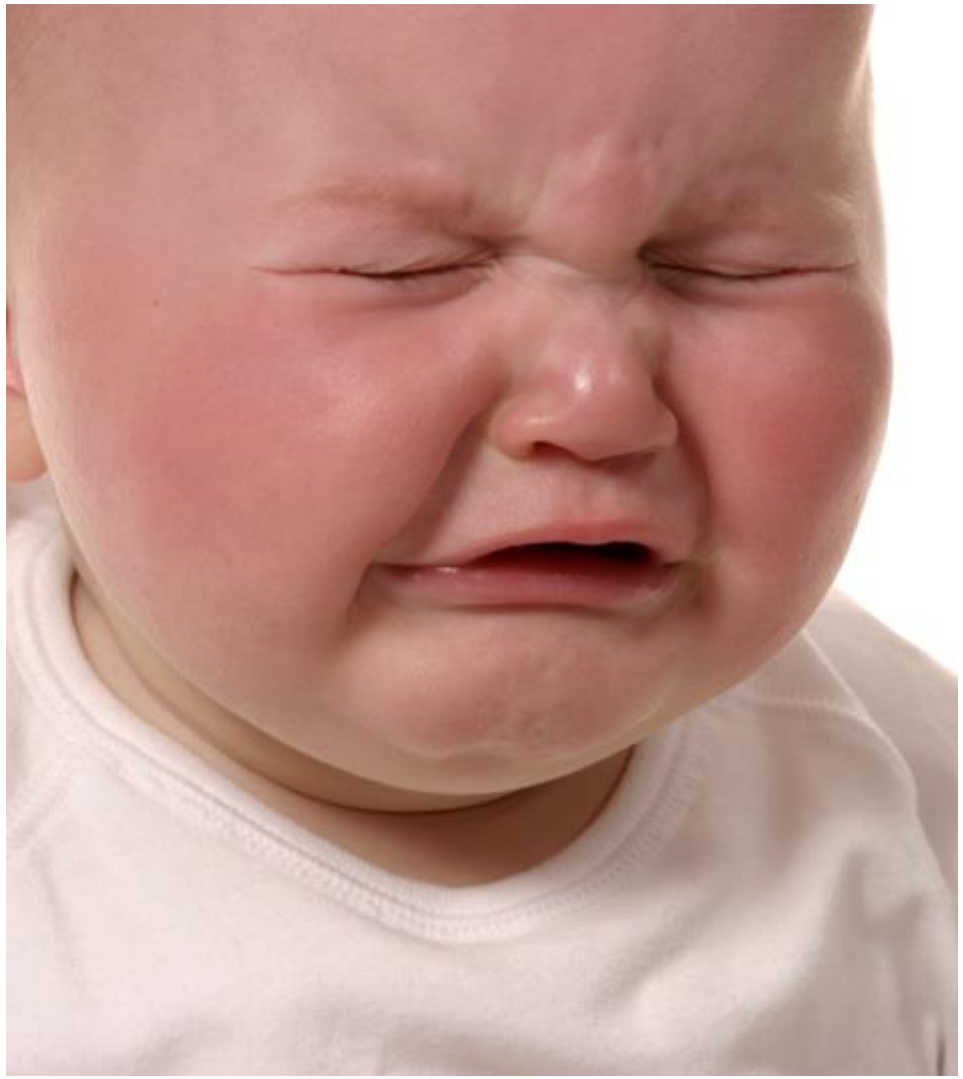
- **Execute and iterate**
  - You probably won’t get everything right the first time



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- **Over communicate**
  - People assume the worst without information

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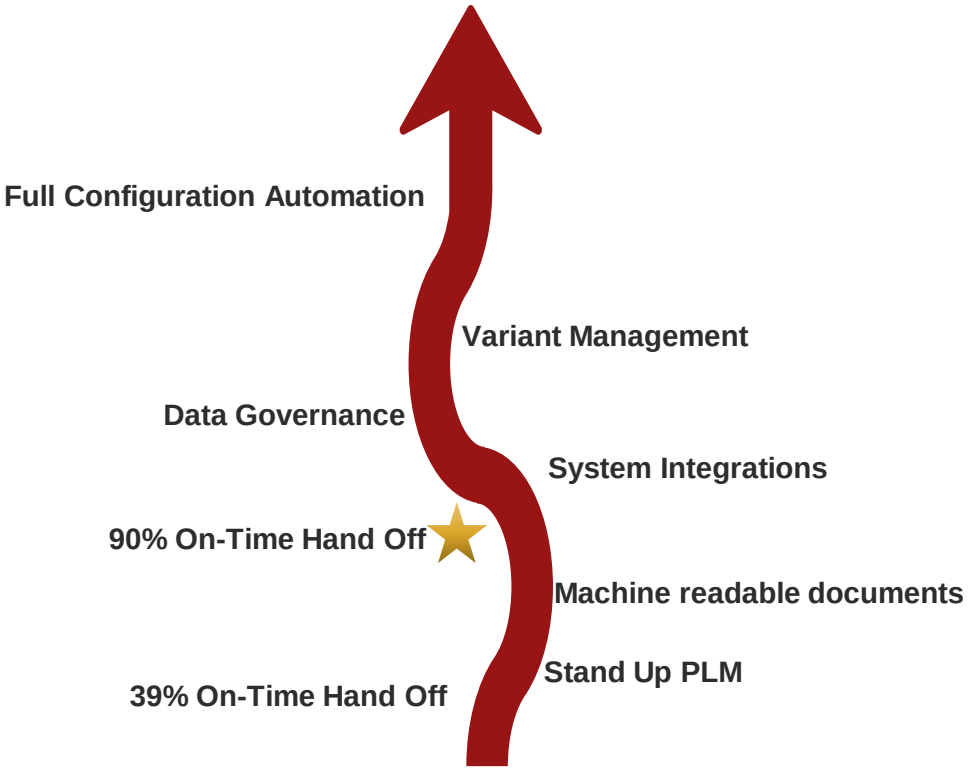
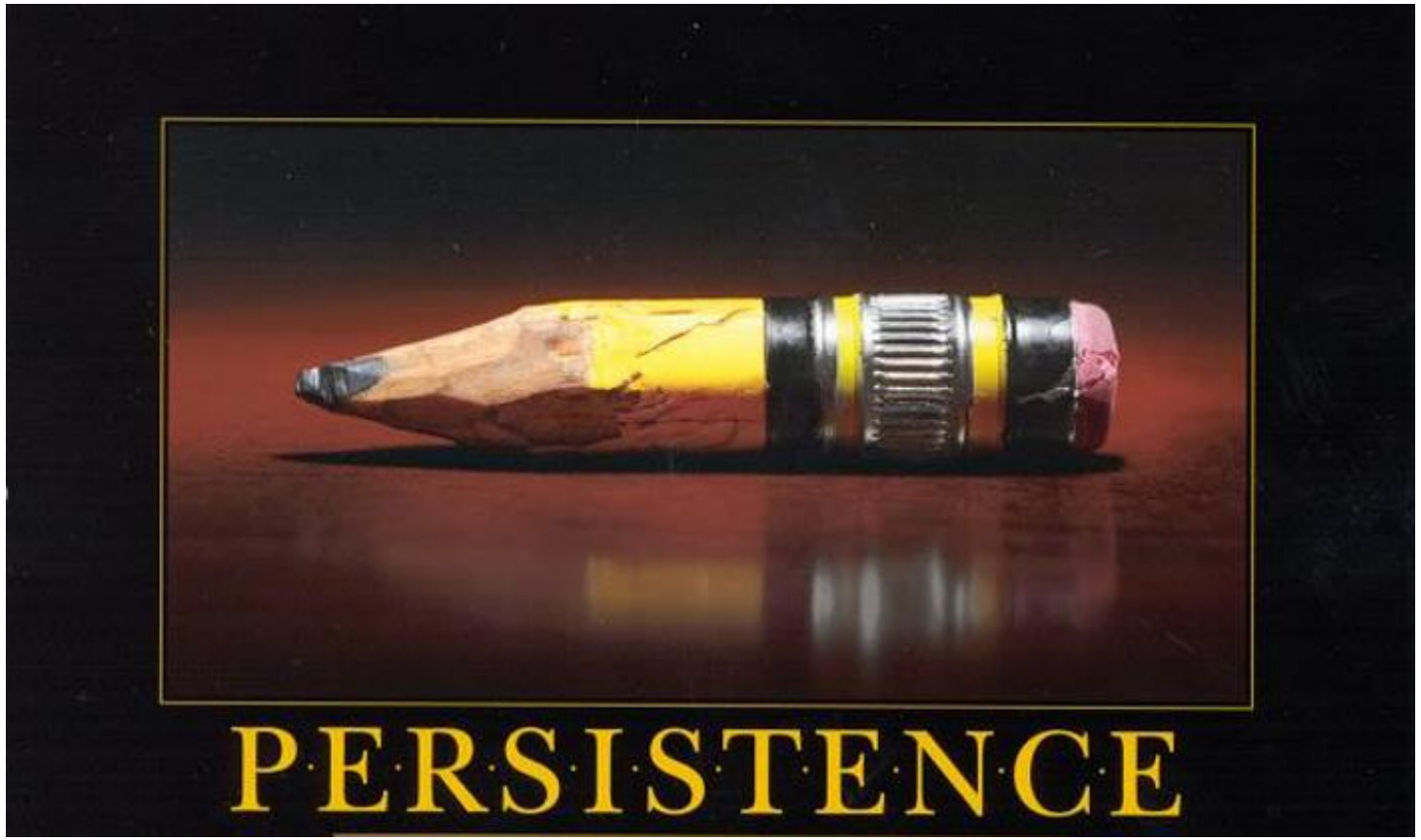
- **Longevity**
  - See it through





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Thank You

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