

CHANGE MANAGEMENT

OBJECTIVE

Change Management saves time and money by enabling companies to efficiently define, standardize and execute change management processes across multiple business functions. Its process methodology covers the complete scope of a change from concept, planning, design, and manufacturing to final product delivery and release.

OVERVIEW

Increasing business, product and process complexities affect operating margins and are driving companies to find business solutions which foster innovation and improve efficiencies. In most industries today, the complexity and rate at which new products need to be developed has already out-paced the rate at which many companies can produce them. One of the significant bottlenecks in the global product development process is in the identification, analysis, approval and implementation of product changes. As new products are introduced, which often times have market specific functions and options, the change management challenge is compounded.

A key enabler of realizing the benefits of global product development best practices is establishing a standard global change process for all of the business functions involved. Multiple, inefficient, non-standard change processes and systems cause significant delays in product introduction through miscommunication, labor intensive, error prone data entry, and validation of changes across multiple change systems. Companies need to implement a scalable change methodology that can evolve and adapt to global growth strategies.

Change Management enables companies to address a number of key business challenges related to global product development:

- Consolidate and optimize change board meetings and decisions by establishing a unified change process across domains.
- Clearly communicate change decisions across all impacted organizations.
- Improve change visibility and communication between global teams.
- Reduce the time and cost associated with iterative, error prone change orchestration and synchronization scenarios with intelligent change management rules and automation.

While **Change Management** is offered separately for users that just need to orchestrate the change process, its capabilities are also included with the following ENOVIA® licenses that are used to create product development data:

- Packaging Copy and Artwork Manager
- Packaging Copy and Artwork Designer
- Device Master Record Manager
- Formula Management Enabler
- Product and Specification Engineer
- Product Engineer with New Part Request
- Product Architect
- Product Engineer
- Product Manager
- Quality Document Manager
- Financial Services Manager

HIGHLIGHTS

Key features and capabilities include:

Change Requests (CR)

Change requests capture the full assessment of a proposed change to allow stakeholders to do a feasibility assessment and make informed decisions before any work is done. If approved, the change order process is initiated to track all implementation activities.

Change Orders (CO)

Change orders orchestrate, plan, assign and monitor all implementation activities. The change order provides full visibility, validation and completeness of modifications done across all impacted functions/domains. Change order owners can define the change scope and plan its execution and dependencies across functional groups. The change order monitors the progress of the change and maintains traceability to each impacted function by creating change actions.

Change Actions (CA)

Change actions are the technical authority for each function to perform the specified scope of the change. Each technical function is empowered to incorporate changes as necessary and obtain peer validation and approval. The change action provides the instructions of what is being proposed and tracks all realized modifications performed by the technical assignee and contributors. Change coordinators define and assign change actions to affected organizations during the change proposal and assessment stage of the change process. Business owners and contributors have visibility to change status and can see the actions assigned to them.

My Changes

“My changes” is a consolidated view where all contributors can access and manage assignments, update status and collaborate on change related activities.

Change Process Templates

Organization managers can drive change standards and change consistency across the enterprise by defining change templates that support different kinds of change scenarios. Change administrators create enterprise, organization or personal templates. The change management framework provides two change templates: fast-track and formal. The fast-track change template executes simple changes that don't require a comprehensive approval process. The formal change template ensures that the proper assessments and comprehensive impact analysis is done by all affected organizations allowing stakeholders to make informed decisions and understand the total cost of the proposed change. Change administrators can add new change templates to match the business needs.

Change Assessment and Impact Analysis

Comprehensive change assessments and impact analysis are available for evaluating a proposed change and the organization's readiness for change. This allows stakeholders and change board members to make informed decisions before any change is done. Change assessments allows the technical users to assess the change across all functional organizations by providing visibility to all related data under change control that may be impacted. Once the impacted functional organizations are identified, each function can submit an impact analysis report that includes financial, risk, schedule and quality factors. A cumulative impact analysis report is created based upon all submissions. It estimates the total change duration in days.

Key Benefits:

- Establish a set of standards and change procedures for the entire enterprise to follow.
- Orchestrate and synchronize change scenarios from product governance to work-in-process activities while maintaining strict controls and traceability.
- Establish a unified change processes across domains that clearly communicate change decisions across all impacted organizations.
- Support a consistent, systems-based, multi-discipline change process.
- Ensure a full assessment of a proposed change is done to avoid costly changes that do not have overall benefits to the organization and company.

Review and Approval List

Change Management removes complexity and streamlines the approval process by involving the right people at the right levels. Organizations can manage and predefine reusable lists of users responsible for reviewing and approving change requests, orders, and actions, which results in efficient and consistent change approval assignments. Typically, the list for the initial change request (CR) will consist of users from multiple functions that are the high-level stakeholders for assessing change impact. The lists of the resultant change orders and actions are more specialized depending on the impacted functions. The change order (CO) approval list will typically have a change board member while a change action (CA) approver list will include immediate functional managers.

Issue Resolution

Change Management provides closed-loop traceability on how issues are resolved from submission to resolution. Organizations can allow any employee of the company to submit issues against products. The issues are reviewed and analyzed to determine their disposition. Issues that are identified as requiring a change in design can be resolved by a change request or change order.

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