News from the Field

2025 Market & Industry Forum—10 April 2025

Key Takeaways

News from the Field

- Sales engagements vary widely throughout the industry
- There continues to be a significant gap in technology knowledge & specific implementation enhancement & adoption
- PLM expansion projects commonplace in mature regions & industries
- Emerging economies getting into PLM as their markets mature
- Pressure on aerospace & defense contractors in multiple regions
- Product complexity & compliance driving many PLM initiatives
- Most PLM solution provider ecosystems failing to fully deliver

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Discussion Topics

- CIMdata's Field Involvement Defined
- What's Working/What's Not Working
- Field Insight by Region
- Key Drivers by Industry
- Building a Competitive Ecosystem
- Concluding Remarks

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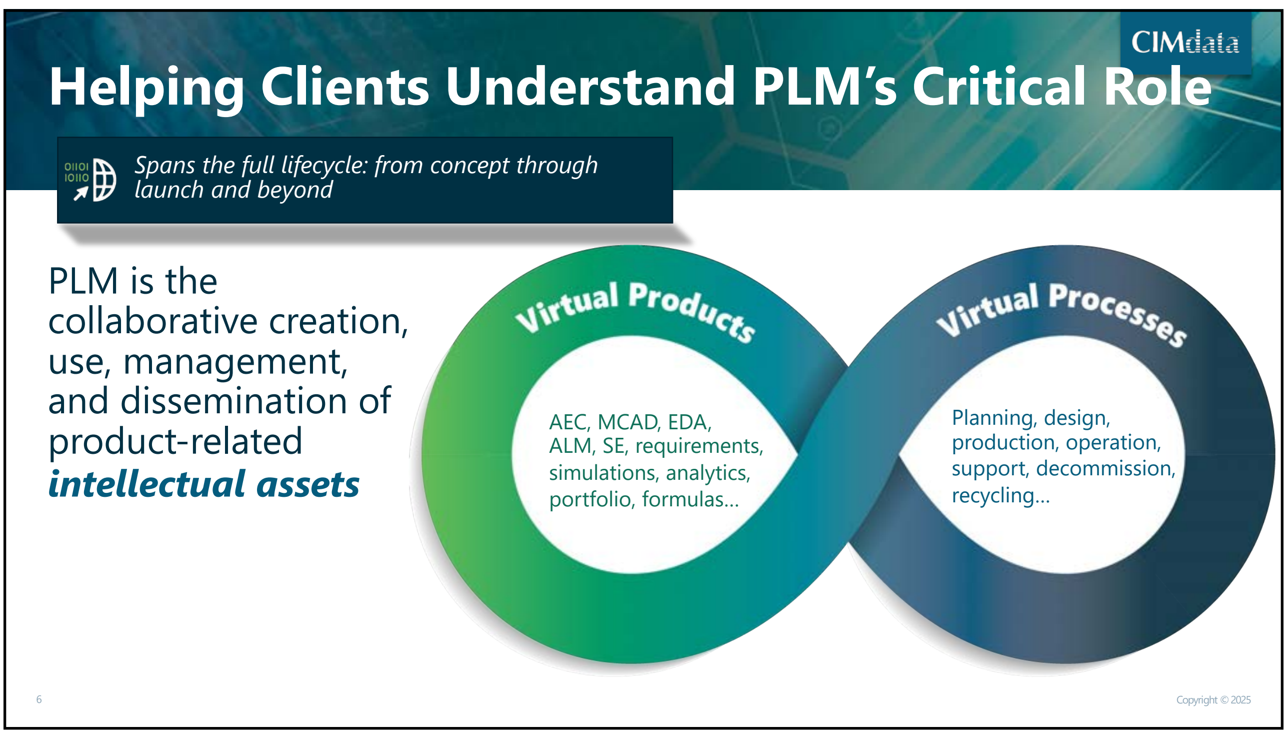

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Transformation Methodology

Services for industrial organizations to enable digitalization of their product lifecycles

Supporting growth & evolution of enterprises across a wide range of industries in their pursuit of digitalization

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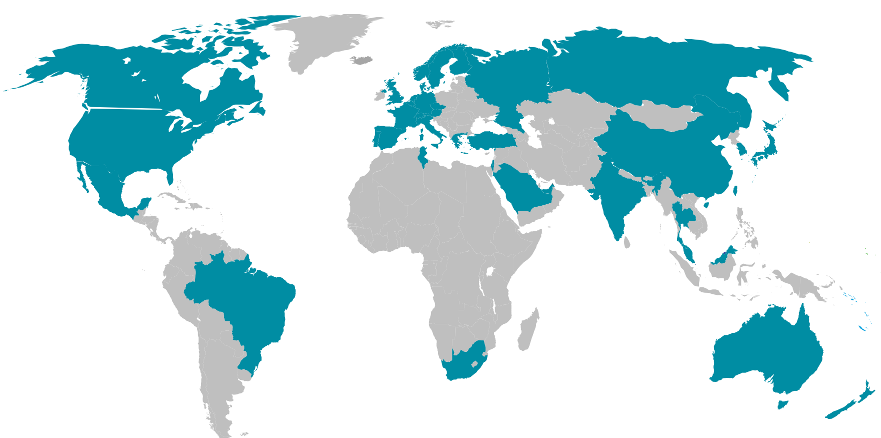
Global Knowledge & Relationships

Diverse, deep experience across industry verticals…delivered on six continents!

Clients & offices in the Americas, EMEA, and Asia-Pacific



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What's Working

Comments based on interactions with many of your field personnel

- Introduction/expanded emphasis on AI has caught peoples' attention
- Organizations that have well-defined RFP response processes and responsibilities are performing better than average
- Organizations who have already participated in a CIMdata-supported evaluation process generally perform better than average
- Organizations that have training/education programs or have taken advantage of 3rd-party programs (e.g., CIMdata's) perform better
- Digital transformation messaging is driving invest in various aspects of product lifecycle enablement

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CIMdata Foresight Poll

What do you think are your company's biggest problems in the field?

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What's Not Working

Comments based on interactions with many of your field personnel (1 of 3)

- Not getting the right experts involved
  - E.g., you aren't going to show well if you don't have the right experts involved at the right time—mutual investment might be required
- Listening and reading skills need enhancements
  - E.g., ill-prepared RFP & Benchmark teams
- Assumptions are often taken too far
  - E.g., thinking that your client's problem is the same as one of their competitors
- Not adjusting demonstrations to fit the client's issues and/or industry
  - E.g., not enough time spent or not listening—hard to tell

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What's Not Working

Comments based on interactions with many of your field personnel (2 of 3)

- Partnerships appear to be forgotten—it appears that the wrong measurements are in place or the wrong partnerships
  - E.g., When asked if a partnership would be better at x, answer is almost always…we can build that
- Refusing to respond to reasonable requests
  - E.g., we tell our clients that this is best support you are going to get
- Trying to control the client's process
  - E.g., we always stress fairness and thoroughness—it is an education process
- Selling the A team but giving them the B team isn't working
  - E.g., it doesn't take too long for a smart client to see through this

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What's Not Working

Comments based on interactions with many of your field personnel (3 of 3)

- More leverage of previous evaluation responses required
  - E.g., In many cases it appears that past responses are not being built upon
- Often too focused on technology and not enough focus on adoption
  - E.g., while organizational change (OCM) is mentioned, limited OCM knowledge and/or limited PLM knowledge exists
- Still a disconnect between technical skills & business application knowledge
  - E.g., Solution can be demonstrated, but business value presentations are few and far between

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Field Insight By Region

Not all regions are the same—maturity level and needs vary (1 of 2)

- Asia & the Pacific
  - China head-wind for non-China based solution providers
  - Japan & Korea still offer significant opportunities well beyond PDM
  - India becoming the new China—growing in multiple dimensions
  - Southeast Asia production growth potentially leading to engineering growth (e.g., Vietnam)
- Europe
  - Central Europe, UK & Scandinavia still strong with additional opportunities
  - Eastern Europe emerging as engineering & production grow
  - Sustainability an important topic throughout

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Field Insight By Region

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Not all regions are the same—maturity level and needs vary (2 of 2)

- Middle East & Central Asia
  - Most economies singularly focused—obvious need to diversify
  - Many economies weak and not much engineering, let alone production
- Americas
  - U.S. market continues to be a major growth driver, but economic uncertainty currently exists
  - M&A driving major CAx & PDM harmonization programs
  - Most have PDM, and even CAx data mgt.—PLM opportunities are significant
  - Smart & connected, and increased complexity driving new investments
  - South America still a question mark

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Key Driver By Industry—Discrete

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Not all industries are the same—maturity level and needs vary (1 of 2)

- Aerospace & Defense
  - Defining & building digital threads/twins
  - Solution harmonization throughout company consolidations
  - Europe – re-arming & sizable open positions, US – sizable open positions
- Transportation/Auto
  - True systems of systems design & optimization
- General Fabrication & Assembly
  - Increased complexity & configurability

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Key Driver By Industry—Discrete

Not all industries are the same—maturity level and needs vary (2 of 2)

- High-Tech Electronics
  - Speed to market with increased software content
- Medical Device
  - Increased cost & regulatory pressure
- Ship Building
  - Increased complexity & configurability

Key Driver By Industry—Process

Not all industries are the same—maturity level and needs vary

- Consumer Packaged Goods (including hybrid)
  - Speed to market with increase complexity & regulatory pressure
- Food & Beverage (including hybrid)
  - Increase complexity & regulatory pressure
- Pharmaceutical
  - Speed to market with increased regulatory & pricing pressure
- Oil & Gas
  - Need to be greener & diversify

Key Driver By Industry—Other

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Not all industries are the same—maturity level and needs vary

- Retail
  - Own brand development & management
- Academia
  - Increased configurability & compliance
- Research Institutes
  - Increased complexity & data management needs
- Insurance
  - Increased product configurability & compliance
- Banking
  - Increased product configurability & compliance

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CIMdata Foresight Poll

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What do you see as the main drivers & challenges facing your clients today?

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Remember: Customers Don’t Buy Products

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“What customers buy and consider value is never a product. It is always utility, that is, what a product or a service does for the customer.” – *Peter F. Drucker*

Value Selling has become **paramount** for technology providers	In an increasingly constrained environment, and faced with an abundant product offering, the **business outcome of a commercial proposal** is **essential and differentiating** for the customer. Selling a product - a technology for a price - is no longer enough.
Value Selling requires a **different sales engagement** process than product selling	Value selling is a complex sales process that profoundly changes **the nature of the customer relationship** and involves **many players with different profiles and cultures**. Culture, organization and sales process are key to success.

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Technologies Serve Business Strategies

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WHY	WHAT	HOW
• Define strategy • Define target • Define Roadmap • Build Business case	• Analyze Markets • Issue RFP/RFQ • Select solutions • Update Business case	• Detailed design • Build • Deploy • Govern

← **Various players involved** →

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Solution Provider Ecosystem

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*Consultants, Integrators & Solution Providers as Business Value Partners **

WHY
Status, Target, Business Case

WHAT
Extended Solution Definition & Selection

HOW
Implementation + Adoption

CIMdata | McKinsey&Company | Roland Berger Strategy Consultants | BCG | BAIN & COMPANY

TATA CONSULTANCY SERVICES | CIMPA PLM Services a Sopra Steria company | Tech Mahindra | WIPRO | Infosys

accenture | Deloitte. | IBM | Capgemini | Atos

23 *a limited set of sample companies

Strategic Partnerships Generate Value

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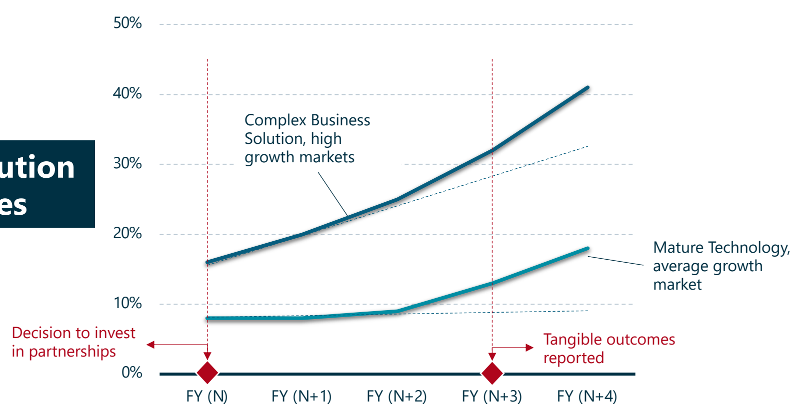
Strategic Partnerships with C, SIs, and CSIs **take time** – Don't expect **tangible** results before 3 years. **Strategic intent is required.**

CSIs Contribution to Direct Sales



24 ***Source:*** *CIMdata*

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Concluding Remarks

News from the Field

- Sales engagements vary widely throughout the industry …professionalism varies widely, but digital trans. messaging is working
- There is a significant gap in technology knowledge & specific implementation enhancement & adoption…a bridge is required
- Pressure on aerospace & defense contractors in multiple regions …especially Europe
- Product complexity & compliance driving many PLM initiatives
- Most PLM solution provider ecosystems failing to fully deliver…you must build & cultivate your partner ecosystem

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Questions & Answers

What's on your mind?

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