The background is a dark, moody illustration of a workspace. It features a large sheet of aged, yellowed paper with technical drawings of gears and mechanical parts. Scattered around the paper are various tools: a pair of calipers in the top left, a hammer in the top right, a wrench on the left, and a pen in the bottom right. A large, dark red bloodstain is smeared across the lower right portion of the paper. The overall lighting is dim, creating a somber and mysterious atmosphere.

ENGINEERING MURDER MYSTERY

Bill O'Materials

World-renowned Product Data investigator

The Jury

(You)

Product Lifecycle Murder

The Suspects

Engineering

Procurement

Project Management

Manufacturing

Enterprise IT

The Autopsy



Suspect 1: Angie Neering

Engineering

Master.xlsx - Microsoft Excel

File Home Insert Page Layout Formulas Data Review View Developer Add-Ins Autodesk Vault

Clipboard Font Alignment Number Styles Cells Editing

INDIRECT X ✓ ✖ =IFERROR(LOOKUP(2,1/(\$D\$2:D7=(D7-1)), \$E\$2:E7), "-")

	A	B		E	F	G	H	I	J	K
	SAP_Index	SAP_MM Index	LOOKUP(lookup_value, lookup_vector, [result_vector]) LOOKUP(lookup_value, array)	SAP Part #	Indented Part	Parent	SAP Rev	SAP Qty	SAP Description	SAP Cate
2	15627	5533 A		1 ELP300-91401	ELP300-91401	-	A		1 MODEL ELP300 TOOL	L
3	17937	4907 C		2 ELP300-7.5-62-91301	ELP300-7.5-62-91301	ELP300-91401	C		1 POWER DISTRIBUTION	L
4	17938	4908 C		3 423-0404	423-0404	ELP300-7.5-62-91301	C		1 A-BOX ASSY	L
5	17939	3056 -		4 04 43 02 3	04 43 02 3	423-0404	-		5 BLOCK, TERMINAL, GRN, UK1	L
6	17940	1240 000		4 12-01-44-2	12-01-44-2	423-0404	000		4 CLAMP, END, E/UK	L
7	17941	4909 C		4 169-188-2200	169-188-2200	=IFERROR(LOOKUP(2,1/(\$D\$2:D7=(D7-1)), \$E\$2:E7), "-")			2 RAIL, MTS, 22.00 LG	L
8	17942	1243 000		5 08-01-73-3	08-01-73-3	169-188-2200	000		23 RAIL MOUNTING-PHOENIX	L
9	17943	2510 -		4 29-66-17-1	29-66-17-1	423-0404	-		3 RELAY	L
10	17944	2509 000		4 29-67-06-0	29-67-06-0	423-0404	000		1 RELAY, DPDT, 24 VDC	L
11	17945	3059 -		4 30 06 09 8	30 06 09 8	423-0404	-		1 BLOCK, TERMINAL, BLUE, UK	L
12	17946	2541 -		4 30 30 81 5	30 30 81 5	423-0404	-		4 PARTITION, 4 POS TERMINA	L
13	17947	2542 -		4 30 31 30 6	30 31 30 6	423-0404	-		4 BLOCK, TERMINAL, 4 POS, GI	L
14	17948	3540 -		4 30 31 31 9	30 31 31 9	423-0404	-		4 BLOCK, TERMINAL, 4 POS, BI	L
15	17949	4910 -		4 30-30-41-7	30-30-41-7	423-0404	-		1 BLOCK, TERMINAL, COVER	L
16	17950	2602 -		4 30-31-21-2	30-31-21-2	423-0404	-		26 BLOCK, TERMINAL, GRAY	L
17	17951	1707 -		4 30-31-23-8	30-31-23-8	423-0404	-		1 BLOCK, TERMINAL, GRN/YEL	L
18	17952	2809 -		4 336-1328	336-1328	423-0404	-		1 PLATE, LARGE, EMO LEGEND	L
19	17953	2545 000		4 42-01 10AMP	42-01 10AMP	423-0404	000		1 BREAKER 10 AMP	L
20	17954	4911 B		4 423-0404-SCH	423-0404-SCH	423-0404	B		0 A-BOX ASSY, SCH	T
21	17955	4912 D		4 423-1222	423-1222	423-0404	D		1 MODIFICATION, A-BOX	L
22	17956	4913 -		5 B363009CH	B363009CH	423-1222	-		1 ENCLOSURE, NEMA 12 JIC, W	L
23	17957	4914 C		4 423-1259	423-1259	423-0404	C		1 MODIFICATION, A-BOX PAN	L
24	17958	4915 -		5 NP3630G	NP3630G	423-1259	-		1 PANEL, BACK	L
25	17959	4916 B		4 423-2019	423-2019	423-0404	B		1 MOD, SHAFT, REMOTE OPER	L
26	17960	4917 -		5 OXP6X210	OXF6X210	423-2019	-		1 SHAFT, 8.3 X .24 X.24	L
27	17961	4918 -		4 8087K14	8087K14	423-0404	-		2 PLUG, SNAP-IN, DIA 1.125	L
28	17962	2588 -		4 8087K16	8087K16	423-0404	-		6 PLUG, SNAP-IN, DIA 1.375	L
29	17963	4919 -		4 8087K27	8087K27	423-0404	-		2 PLUG, SNAP-IN, DIA 2.50	L
30	17964	4920 -		4 AE16-30-11-81	AE16-30-11-81	423-0404	-		2 CONTACTOR, 3 POLE, 24VDC	L
31	17965	4921 -		4 AE50-40-11-81	AE50-40-11-81	423-0404	-		1 CONTACTOR, 80AMP, 4 POL	L
32	17966	4922 -		4 AE9-30-11-81	AE9-30-11-81	423-0404	-		1 CONTACTOR, 3 POLE, 24VDC	L
33	17967	4923 -		4 FN3280H-200-40	FN3280H-200-40	423-0404	-		1 FILTER, POWER LINE, 200A	L
34	17968	4924 -		4 FSPDB2C	FSPDB2C	423-0404	-		4 BLOCK, POWER DISTRIBUTIO	L
35	17969	4925 -		4 GL20	GL20	423-0404	-		3 LUG, TERMINAL	L
36	17970	2569 -		4 GT3A-3AD24	GT3A-3AD24	423-0404	-		1 TIMER RELAY - IDEC	L
37	17971	3995 -		4 HW9Z-KG3	HW9Z-KG3	423-0404	-		1 GUARD, EMO	L
38	17972	4926 -		4 KT3100A	KT3100A	423-0404	-		4 LUG KIT, 7.3 X 1/4 X 1/4	L

Parent Lookup

8:37 PM 5/6/2015

Exhibit A: Offline Excel BoM

Suspect 2: Per Chasing

Procurement



Per.Chasing

Per.Chasing@acmeindustries.com

Hello Per,

Can you please confirm the number of parts required for the build?

200 or 300

I've asked this several times already and haven't been able to reach you by phone.

If I don't get an answer, we will miss the shipping cut-off date.

Sincerely,
Supplier

← Reply

← Reply All

Exhibit B: Supplier email

Suspect 3: Manny Facturing

Manufacturing

PLM System

Manufacturing Change Approved

Change #: 103456

Status: APPROVED

Part Number: ABC-1234

Revision: D

Change Description:

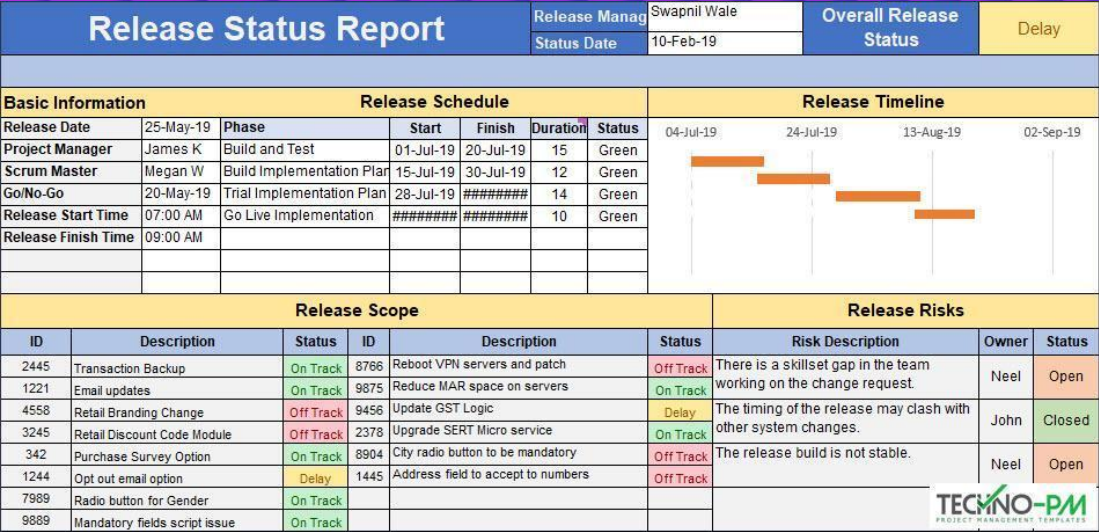
Change torque setting for bolt

:_

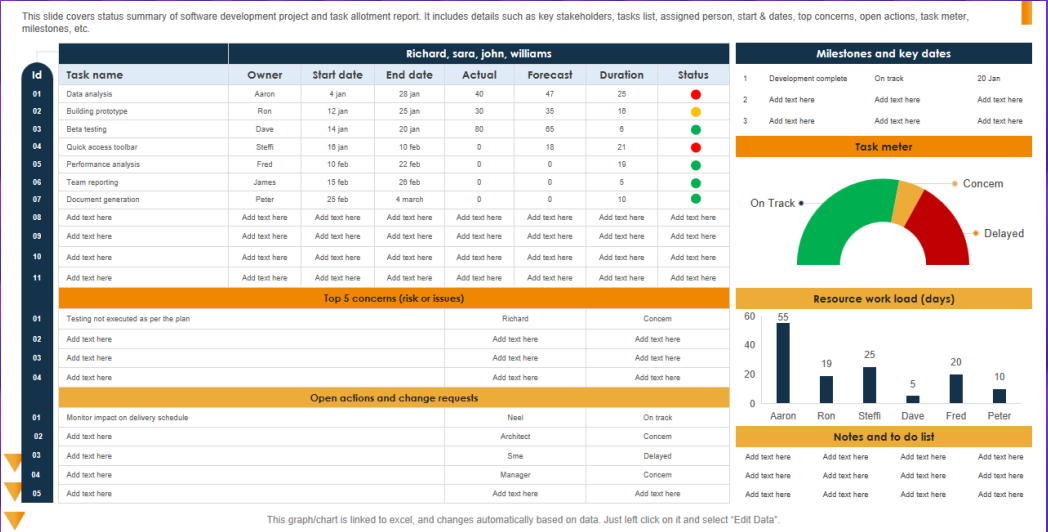
Exhibit C: System approval

Suspect 4: Gantt Chartman

Project Management



(i)



(ii)

Exhibit D: Status reports

Suspect 5: Archie Tect

Enterprise IT

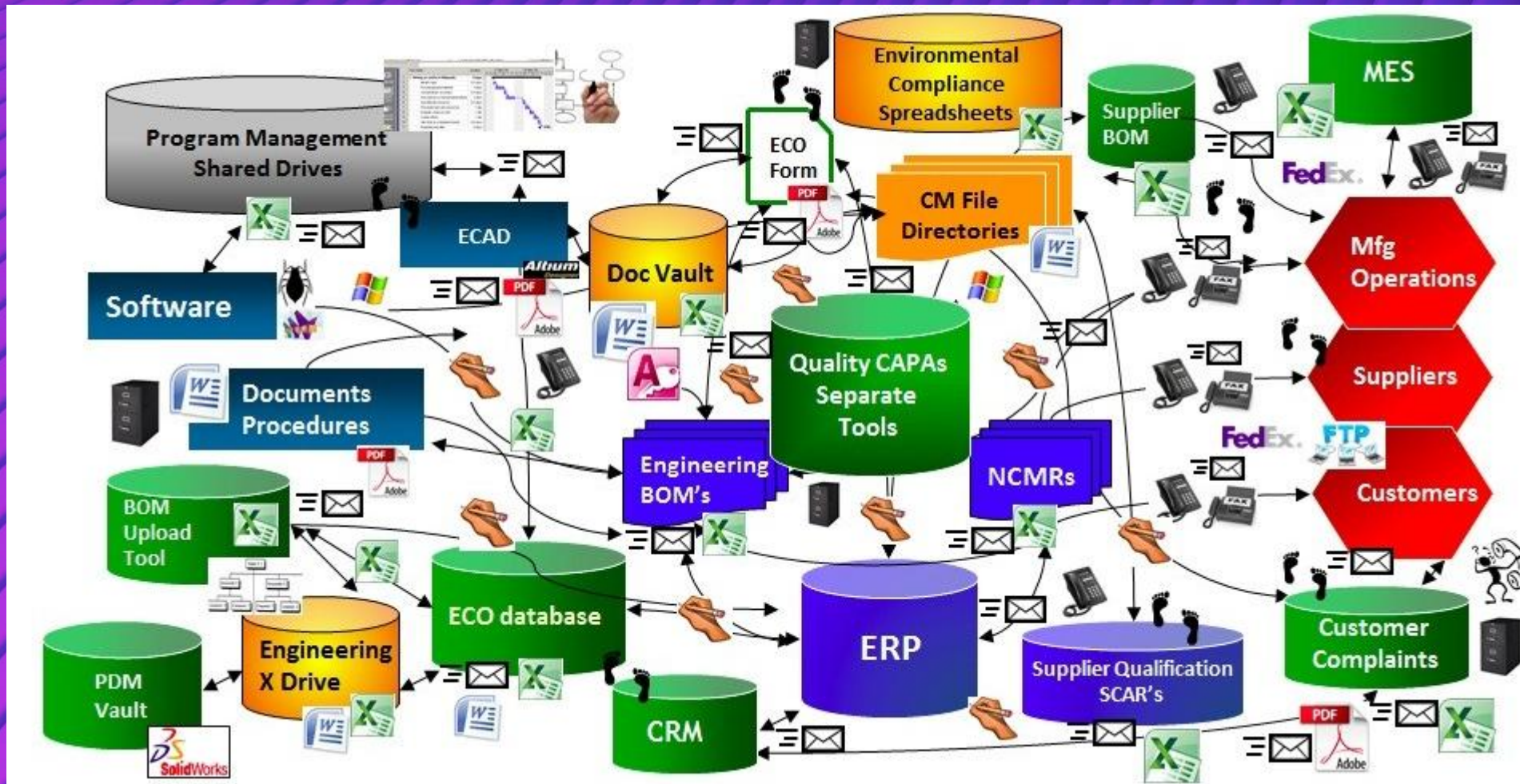


Exhibit E: System architecture

The Verdict

Guilty or Not Guilty?

Suspect 1: Angie Neering

Engineering
Guilty or Not Guilty?

Suspect 2: Per Chasing

Procurement
Guilty or Not Guilty?

Suspect 3: Manny Facturing

Manufacturing
Guilty or Not Guilty?

Suspect 4: Gantt Chartman

Project Management
Guilty or Not Guilty?

Suspect 5: Archie Tect

Enterprise IT

Guilty or Not Guilty?

Who was the killer?

The team that never existed

Technology
+
Users

Technology
+
Users
+
Product data people

Product data people

Dedicated

Cross functional & connected

Qualified

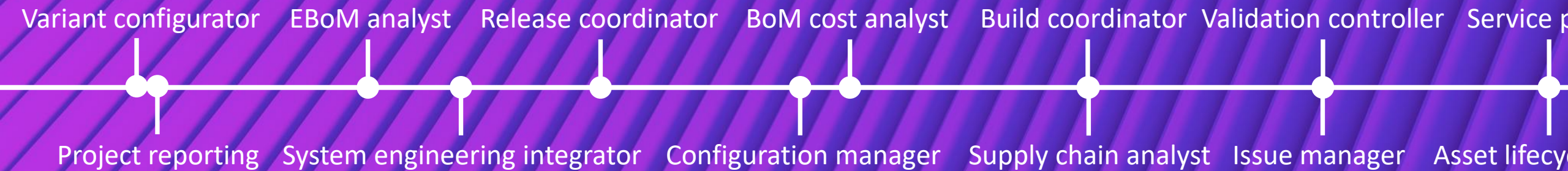
Plumbers not policing

Bridge strategy and execution

Value stream drivers

Build capability & culture

Product data topic ownership



Paying for product data people

Part of the total cost of PLM

Not an additional layer

Embedded part of delivery engine

Transfer of responsibilities

Empowering not pampering

More Engineering capacity

Better cost, quality, time, data

Unlock PLM value

Product data people example

Large OEM feeling pain 🤯 😡

Engineers wasting time ⌚ 🗑️

Centralised Engineering Services team 💡

Aligned processes > Optimised > Automated 🤖

Coordinated with upstream and downstream data producers and consumers 🤝

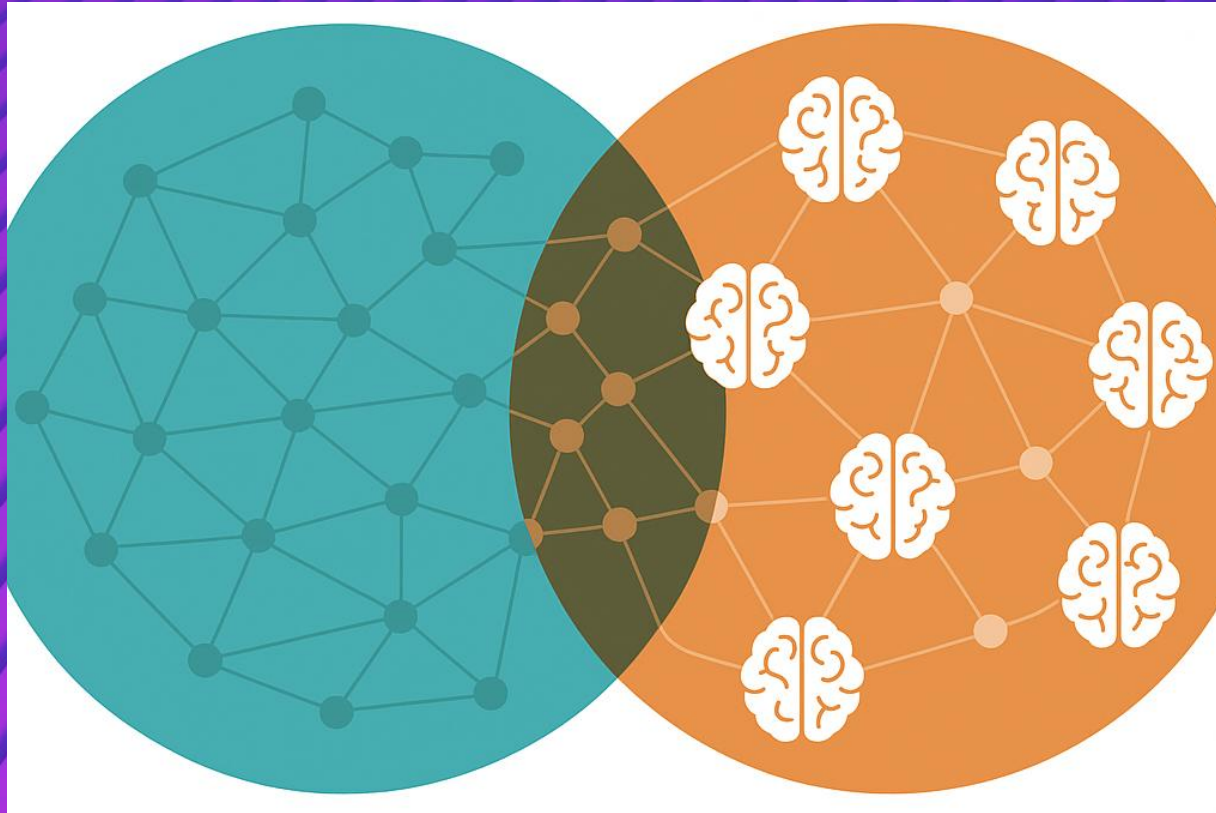
Liaised with engineering systems and business process teams 🗺️

Autonomously adapted the service to meet changes in business need 🔁

Not only cost effective but delivered 20M\$+ in quality savings 💰

Loved by everyone! ❤️

Delivered the PLM vision ✅



Complimentary product data knowledge graph



Companies discovering paradigm shift



1. People make PLM work

1. People make PLM work

2. Who are your product data people?
Across the full lifecycle!

1. People make PLM work

2. Who are your product data people?
Across the full lifecycle!

3. How will you activate:
People Powered PLM?

Thank you

(Loud applause)