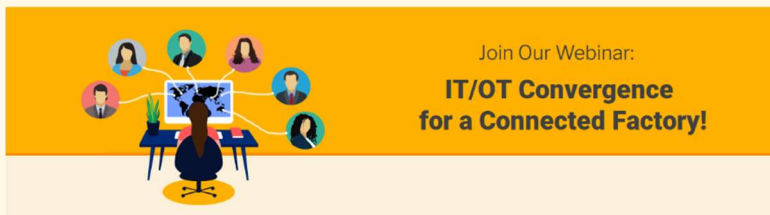## Introduction

In this third Newsletter, we highlight and explore again one of our training programs and workshops. In this edition, the Training In Focus is the new online program "Serialization in Manufacturing".

MOMi provides business consultancy services based on industry best practices, with customer specific needs as a priority. These are based on best practice approaches, but always tuned to the specific needs of our customers. Throughout these newsletters, our business consultants will highlight aspects of these services. In this edition, you will find the second part of "Control the Business Change Cycle".

Proudly we announce a new initiative: the MOM Solution Guide (see next page). I hope you will enjoy reading this third MOMi Newsletter. Please, let us know if you have any questions and/or suggestions either via our website or by e-mailing Sarah Knight.

Especially in these days of the global COVID-19 crisis, the MOMi team wishes you good health personally and business wise!

*Jan Snoeij, President*

Join Our Webinar:
**IT/OT Convergence
for a Connected Factory!**

## MOMi Webinars

In April, we presented the successful webinar "Educating for a post-corona manufacturing world!" in which we explained how (online) education enables manufacturing professionals to adapt and prepare for the future of Digital Transformation: a necessity to survive after corona.

June 16, MOMi delivered its second webinar "IT/OT Convergence for a Connected Factory", explaining that convergence of IT and OT is not just about systems. It is also about organization and culture and above all it enables the Industrial Internet of Things (IIoT) and a prerequisite for Smart Manufacturing. Therefore, it is all about your successful manufacturing business.

Both webinars are recorded and available in the Knowledge Hub on our website.

For those who want to know more about IT/OT Convergence, MOMi scheduled this new instructor-led online training program covering this subject on September 24 – 25, 2020.

## About MOMi

The Manufacturing Operations Managament Institute (MOMi) is an Expert Division of ATS Global.

MOMi offers best-practice business consultancy services to support the full change cycle in a dynamic operations environment and provides strategic and tactical advice to manufacturers, delivering the 4th Industrial Revolution.

MOMi provides independent education programs to manufacturers, preparing their people to leverage new smart technologies through the po-wer of knowledge.

Our team has extensive experience in supporting manufacturers around the globe and provides best-practice services to help them to continuously improving their performance (step-by-step).

MOMi's consultants and instructors work from a pragmatic basis to deliver effective, deployable strategies. MOMi's team consists out of independent, professional experts in the domain of Manufacturing Operations Management.

More: www.mom-institute.org

## New Initiative: MOM Solution Guide

MOMi is launching a new initiative: the publication of the MOM Solution Guide. This guide will provide extensive information, primarily to manufacturers, to help them with their selection of an appropriate MOM solution to improve their performance, now and into the future. Because there are many types of MOM solutions, the guide will be published in specific parts. This year, MOMi will publish:

- MOM Solution Guide: MES, focusing at production/manufacturing operations
- MOM Solution Guide: LIMS/ELN, focusing at quality operations in manufacturing laboratories

In next years, more parts will be added for maintenance operations (CMMS), inventory operations (WMS), planning and detailed scheduling (APS) and manufacturing master data (PDM/PLM). Every year, we intend to publish a new version (of all parts) of the guide. Currently, over 50 vendors of MES solutions have confirmed their participation. They will provide the information about their services and the capabilities of the MES solutions. The Guide (for MES) will comprise information about:

- Vendor
- Functional aspects, e.g. based on the ISA-95 activity models
- Smart Manufacturing / Industry 4.0 related aspects
- Technical aspects
- Deployment related aspects

The MOM Solution Guide (MES) will be published October 19, 2020.



## New Expert-Led Online Programs Available!

MOMi is always striving to support participants on our education programs in the best possible way. In these uncertain times, traveling to a training location is still not in your and our interest yet. That is why we have cancelled all our classroom training programs till the end of August 2020. It is expected that these trainings can be provided again from September onward. Of course, we will follow the national guidelines with respect to the Covid-19 outbreak, applicable at the locations of our scheduled programs (after August).

Meanwhile, we have transformed five of our classroom training programs for online delivery:

- MES/MOM: All You Need to Know! – Online
- Cybersecurity for Manufacturing (ISA/IEC 62443) – Online
- Industry 4.0 and Smart Manufacturing Strategies – Online
- Manufacturing Maturity to Improve Performance – Online
- MES/MOM Standardization using ISA-95 for Operations – Online

and we introduced two new ones:

- IT/OT Convergence for a Connected Factory – Online
- Serialization in Manufacturing – Online.

**4th Industrial Revolution**

**MOMi**

Manufacturing Operations Management Institute
An *Expert* Division of ATS Global
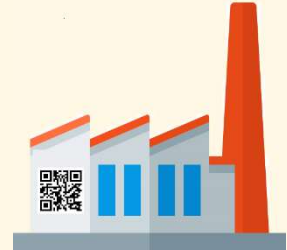
# Newsletter

July 1, 2020

## Training In Focus: Serialization in Manufacturing!

Not only pharmaceutical companies but also companies in food, electronics and automotive have started to serialize their products: they give a unique identity to each of their individual products sold in the market. It enables them to comply with legislation requirements, it provides protection for the brand and it gives valuable insights of the use of the product.

That sounds promising but reality shows that the impact of a serialization project is easily under-estimated: it touches the production lines, the manufacturing operations, the supply chain, the IT systems and more.

In this new one-day course (2 half days online), managers in IT or manufacturing and project teams are offered an insight in the domain of serialization, its opportunities and its impact. Joining the training helps to get started or to bring more speed in the initiatives already in progress.
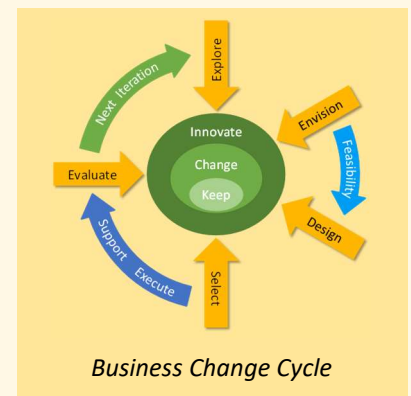
"Serialization in Manufacturing" is available as an expert-lead online program. However, it will become available as a classroom program in October 2020.

## Business Consultancy Highlight: Control the Business Change Cycle (2)

To stay in business competitively, every manufacturing company needs to change, to improve continuously. However, this needs to be done while remaining extremely efficient, effective and still compliant to all applicable regulations. A huge challenge! An appropriate strategy and a structured approach are required for successful control of the Business Change Cycle. It comprises all steps:


*Business Change Cycle*

- from the initial exploration of the improvement potential,
- the sound benefits case supporting the investment decision,
- the design of the blueprint for the future, including the processes, organization & governance, people skillsets and the enabling technologies,
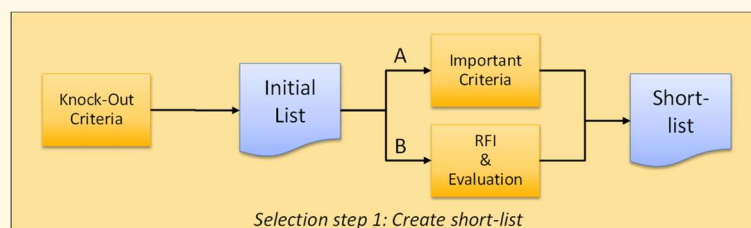- up to the deployment of the solutions to delivering sustainable improvements.

In the previous Newsletter, we explained the first three steps: Explore, Envision and Design. Basically, these are preparational steps for the Selection of an appropriate MOM solution (MES, LIMS/ELN, CMMS, etc.), which is the subject for this edition. In the next edition we will focus on the Evaluate step.
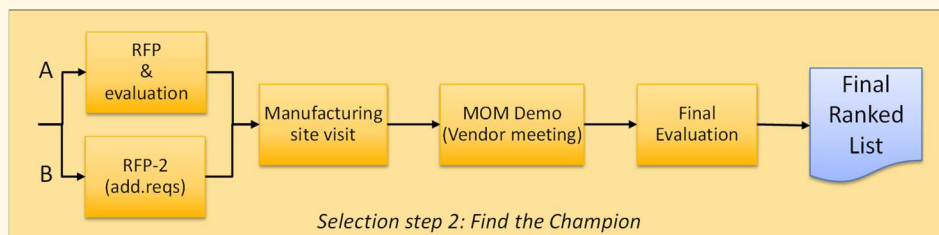
### Selection

In the Selection, we distinguish two phases: "Create the short-list" and "Find the Champion". As mentioned, the previous steps lead to determination of the business drivers, expected benefits, scope, future improved ways-of-working and architecture.

From the results of the preparation steps, knock-out and other important criteria for the MOM solution can be derived. Today, hundreds of MOM solutions are available on the market. The knock-out criteria are used to create an initial list, which may comprise 10 – 20 MOM solutions.


*Selection step 1: Create short-list*

Dependent on the defined other important criteria and the available information about the MOM solution in the initial list, basically two alternatives exist. Either (A), it is possible to reduce the number of options to a short-list with approximately three (3) based on the already available information. Or (B), we need to ask the vendors of the initial list for additional information. That can be done by creating a Requirements Document or Request for Information (RFI) and evaluating the response of the various vendors. Typical content of a Requirements Document is:

- – Objectives of the MOM solution implementation,
- – Description of your business processes and the focus (scope) chosen for the project(s),
- – Required functionality (e.g. referring to ISA-95) and non-functional aspects,
- – Interfacing with other systems,
- – List with relevant questions.



*Selection step 2: Find the Champion*

After the acceptance of the short-list, again the same two alternatives. If the short-list is created without communication with the vendors (A), they need to be informed through the Requirements Document. Typically, two topics are added in comparison to the RFI above: explicit scenarios to be demonstrated at the meeting with vendors and a clear budget indication. The scenarios represent certain parts of the manufacturer's operations, which are decisive for the ultimate success. Otherwise (B), we need to share some additional requirements and the two afore mentioned topics with the short-listed vendors.

The vendors are invited to visit the manufacturing site, to get a better understanding of the objectives, the processes in scope, etc. During the vendor meetings, the scenarios are demonstrated and all question from both the manufacturer and the vendors are answered to create mutual understanding.

The final evaluation will result in a list in which the solutions are ranked on added value. In the end, the bottom line added value, where the total cost of ownership is included, decides which solution is the Champion.

## Note:
- – When sharing information with a vendor (RFI, RFP) a Non-Disclosure Agreement (NDA) may be needed.
- – The Requirements Document(s) need to comprise sufficient information, but not too much. Too little information may lead to selecting a solution that does not deliver the expected benefits. Over specifying may lead to more customization than really is needed.
- – This article about MOM product selection is a short summary of a MOMi White Paper about this subject, that will be published in August 2020. Please, check our website if you are interested.

## What Our Customers Say

*"We worked with Gerard Ipskamp, LIMS consultant, to help guide us through a process for clarifying our needs in a LIMS system and the selection process of matching those needs with what the market has to offer. Gerard was very knowledgeable about all LIMS on the market and totally independent & professional in his approach to the project.*
*We would definitely use MOMI, and Gerard Ipskamp for consultancy services again in the future.*!"
Grace Lane, Laboratory Manager, Food Ingredients Division.

## Training Schedule



Join Our
Online Education

| Online Program | Days | Start date | Location | Price |
|---|---|---|---|---|
| MES/MOM: All You Need to Know! | 3 | 2020-07-14 | Online (09:00 – 13:00) | EUR 990 |
| Cybersecurity for Manufacturing (ISA/IEC 62443) - Online | 2 | 2020-07-21 | Online (10:00 – 14:00) | EUR 750 |
| Manufacturing Maturity to Improve Performance | 2 | 2020-08-11 | Online (13:00 - 17:00) | EUR 750 |
| Serialization in Manufacturing | 2 | 2020-08-26 | Online (13:00 - 17:00) | EUR 750 |
| Smart Manufacturing and Industry 4.0 Strategies | 3 | 2020-09-08 | Online (14:00 – 18:00) | EUR 990 |
| IT/OT Convergence for a Connected Factory | 2 | 2020-09-24 | Online (13:00 – 17:00) | EUR 750 |

Note:   If the restrictions due to the COVID-19 crisis still apply, more online programs will be scheduled. The classroom trainings below are compliant to the local COVID-19 regulations. For the latest information, please check the event schedule on our website.
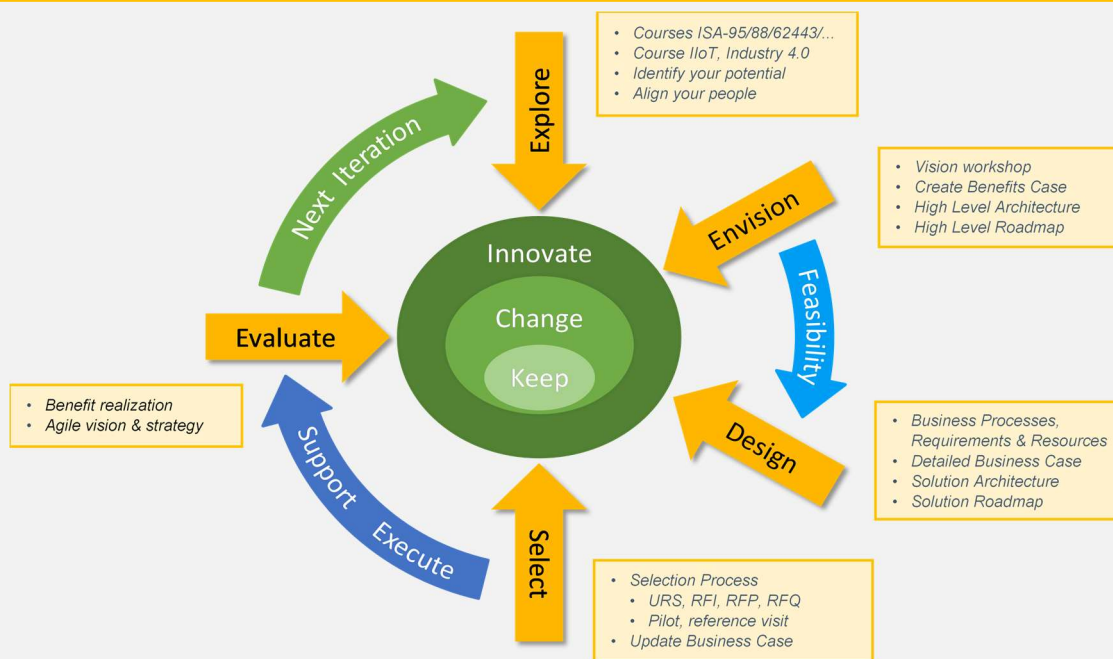
| Classroom Program | Days | Start date | Location | Price |
|---|---|---|---|---|
| MESA MES/MOM Certificate of Competency | 4 | 2020-09-14 | Weert (NL) | EUR 3950 |
| MESA B2MML & Integration Fundamentals Certificate of Competency | 1 | 2020-09-18 | Weert (NL) | EUR 895 |
| MES/MOM Standardization using ISA-95 – Operations | 1 | 2020-09-16 | Haarlem (NL) | EUR 895 |
| Smart Manufacturing and Industry 4.0 Strategies | 2 | 2020-09-22 | Haarlem (NL) | EUR 1595 |
| MES/MOM Standardization using ISA-95: Integration | 2 | 2020-09-30 | Haarlem (NL) | EUR 1595 |
| MES/MOM: All You Need to Know! | 2 | 2020-10-06 | Haarlem (NL) | EUR 1595 |

MOMI's education programs are delivered as public sessions as well as in-house. In the last case, the content can be tailored to your specific situation. Please ask Sarah Knight for more details about In-house programs – typically for 10 participants or more – or if you want to participate with a smaller group. Attractive reduced fees may apply.
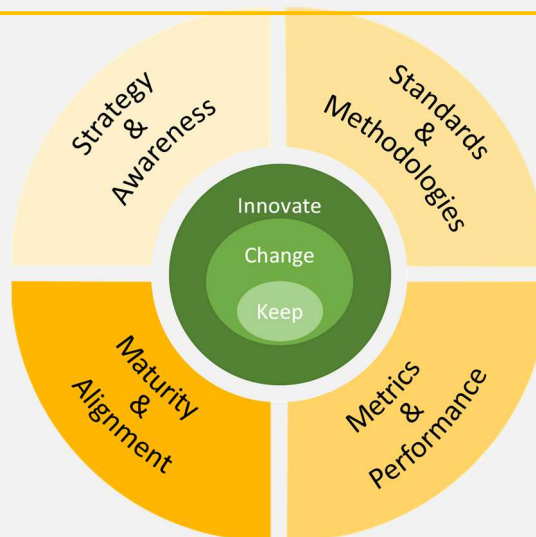
For more information and registration, see our website.

## MOMi Business Consultancy: Control the Business Change Cycle



- Courses ISA-95/88/62443/...
- Course IIoT, Industry 4.0
- Identify your potential
- Align your people

- Vision workshop
- Create Benefits Case
- High Level Architecture
- High Level Roadmap

- Business Processes, Requirements & Resources
- Detailed Business Case
- Solution Architecture
- Solution Roadmap

- Selection Process
  - URS, RFI, RFP, RFQ
  - Pilot, reference visit
- Update Business Case

- Benefit realization
- Agile vision & strategy

Explore · Envision · Feasibility · Design · Select · Execute · Support · Evaluate · Next Iteration

Innovate · Change · Keep

## MOMi Education: A Comprehensive Set of Programs



- Smart Manufacturing and Industry 4.0 strategy
- MES/MOM for Executives
- Business Case

- MOM related ISA Standards
- Cyber Security
- MESA MES/MOM Global

- Manufacturing Maturity
- Business and IT Alignment
- MOM Centre of Excellence

- Metrics Framework
- Continuous Improvement

Strategy & Awareness · Standards & Methodologies · Maturity & Alignment · Metrics & Performance

Innovate · Change · Keep