

Introduction



A year ago, the title of my introduction to the Newsletter was "We are not back to normal ... yet!" We have returned to a more normal situation, even though covid is not completely gone. Unfortunately, other crises (energy, inflation rate, ...) are

impacting everything in our daily and business life. Despite all this, we see many positive trends.

The overhaul of the MESA MES/MOM Methodologies Certificate of Competency program was completed some months ago. Already over 20 participants from around the globe enjoyed the new program and received their certificate. Now, the MES/MOM Certificate of Awareness has been renewed. You will find more about the updates made on the next pages in this newsletter ('Education in Focus'). This renewed CoA program will be provided for the first time (online) on November 22 – 24. There are still some (virtual) seats available. You can register [here](#).

With respect to our business consultancy activities, we are also going through exciting times. Currently, MOMi consultants are successfully working with customers in Denmark, France, Netherlands, Poland, Turkey and USA and travel to most of those locations again.

In this Newsletter, two articles from *Gerard* and *Sarah* talk about the business consultants and what they do. *Mathijs* collected some thoughts on what is behind that fancy robot.

I hope you will enjoy reading this tenth edition of the MOMi Newsletter. Please, let us know if you have any questions and/or suggestions either via our [website](#) or by e-mailing [Sarah Knight](#).

Jan Snoeij, President

What Our Customers Say

"Thanks so much for conducting such high quality of MESA MES/MOM training. I have learned tons while still much to digest."

Yujing Feng, Data Specialist, Internal Mfg., Bayer (MESA MES/MOM Methodologies CoC Program, September 2022)

"Thanks for your professional, detailed and systematic training."

Frank Fan, Litens Automotive China (MESA B2MML and Integration Fundamentals CoC Program, September 2022)

About MOMi

The Manufacturing Operations Management 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 power 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

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NEWS: Business Consultancy Services Website

As you know, Business Consultancy and Educational Services are at the core of MOMi's activities. Where education had high visibility on our website, that was not the case with our standardized Business Consultancy Services.

In the upgraded www.mom-institute.org website you now also can find information about these:

- Discover Your Potential (workshop).
- Find the Value of Standardized IT for Manufacturing.
- Requirements Specification.
- MES Solution Selection.
- LIMS Solution Selection.
- Manufacturing Maturity Assessment.
- Master data for Manufacturing Operations.
- IT/OT Alignment Workshop.
- Support Business Change.
- Product Serialization.



Business Consultancy Services are a structured way to support manufacturers to solve problems, become more mature and prepare for smart manufacturing. We are continuously improving by including the lessons learned from previous assignments. Of course, we adjust the services depending on the customer specific situation.

So [Contact Us](#) if you have a challenge, we can help you define a way to go using both our educational programs and our standardized business consultancy services.

Education in Focus: MESA Certificate of Awareness

The Manufacturing Enterprise Solution Association (MESA International) Awareness Certificate (CoA) offers the essentials of the comprehensive Certificate of Competency program to provide a solid introduction into the world of Manufacturing Operations Management. It helps to build awareness of how to leverage the potential MES/MOM solutions which is essential to move forward to Industry 4.0 and Smart Manufacturing. It looks at sharing best practices on industry standards as ISA-95 and ISA-88, creating a solid business case, how to make the right MES/MOM Selection for your manufacturing needs and finally how MES/MOM deployment helps to transform your business to operational excellence level.



After 11 years, the Certificate of Awareness education program and after the successful upgrade of the MES/MOM Certificate of Competency program earlier this year it was time to give the Certificate of Awareness program and upgrade of its own.

The most important updates include:

- A new introductory course to include actual trends and observations in manufacturing and MES/MOM and Smart Manufacturing, to include the relevant standards for MES/MOM.
- A new course has been created including the most important elements of the CoC courses on MES/MOM Architecture and Manufacturing Master Data Management.
- The addition of Smart Manufacturing and Manufacturing Maturity has been combined to create a completely new course.
- Finally, a course focusing on the best practices with respect to preparing, selecting and deploying MES/MOM and Smart Manufacturing Solutions. Preparing includes the justification (ROI) with explicit examples.



In general, all courses of both MESA GEP programs include more pragmatic examples and give the answers to “How to ...” questions.

Enabling Digital Manufacturing: What is there behind that cool robot?

By Mathijs Philips

In publications on Smart Manufacturing, Industry 4.0 or Digital Manufacturing you can often find a vision of cool robots on a shiny white shop floor working fast, busy running perfect production. And all the organizational details behind it like the management of the material logistics, specifications, quality control, maintenance and efficiency seem to be perfectly in place...



The concepts of Smart and Digital give good guidance about where to go to with all the IT innovations that are available today. But at the same time, it is no news that the road from today’s reality to that vision is not an easy journey and many manufacturing companies struggle to get even started.

So, what hurdles can be expected on the road to smart?

Here are some major ones, coming from interesting research and publications on the topic and from our own experiences, helping industrial customers to become more digital and smarter in their manufacturing operations:

- A manufacturing organization can be focused on the day-to-day operation of the processes and delivery of orders. And because of that the resources or skills to think about the factory of the future, digital, data and analytics are limited. Subject Matter Experts and Senior key users who have good knowledge of what happens on today’s shop floor have a vital role in these initiatives, but often their availability is limited.
- IT solutions brought to the shop floor without a connection to business value can be a risk for adoption. Alignment between business and IT, connecting operational targets to IT innovations works better for adoption. Introducing new IT tools for the shop floor works better if the connection can be made to business objectives like reducing waste, faster production or understanding and controlling quality better.

- A close look on today's reality on the shopfloor can be very informative: not all working procedures are in place, not all discipline is there, not all staff are ready to work with IT solutions and often very practical undocumented solutions exist for shopfloor challenges. A good understanding of both the starting point (where are we now?) and the target (where do we want to be) are essential.
- The IT system landscape for the manufacturing operations is easily underestimated: with more digital, its complexity grows under high requirements from the manufacturing operations (performance, uptime, security, flexibility, connectivity, recoverability, changeability). Creating and managing that landscape from sensor to boardroom can be a challenge.

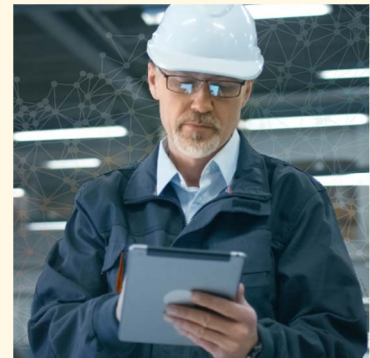
Consultant, what's that?

By Gerard Ipskamp, Senior Business Consultant

Inspired by several LinkedIn articles by [Gloria Slomczynski](#) this year I would like to explore the idea that hiring a consultant might be interesting one. Taking the idea one step further that finding the right consultant will really help you in whatever your situation maybe.

Situation

Companies or people will sometimes hit a ceiling of tasks they can't handle themselves. After a period of struggle they start to realize they need to do something differently. The question is whether "something" is going to stop the bleeding or will it bring them a step closer to their vision/goals.



There are three categories you might be looking at:

- **Capacity.** You want to be in control, but you miss the capacity to make it happen. You look for someone that understands your requirements and executes the needed activity. For you to then review and decide on.
- **Expertise.** You are undertaking a special initiative for which you need specific expertise you don't have within your company. You look for someone that is experienced in that activity and will lead you through the process.
- **Experienced Trusted Advisor.** You look for someone that can help you in many different situations with flexible capacity. He or she will challenge you, help you, "do things" and develop things. He or she will also bring in new views and experiences from outside the organization.

In the last category you need to find someone with a wide variety of experience. The consultant can fill in the gaps or give you directions on how to fill them yourself.

Searching for a business consultant

As a starting point you try to find someone within your own company. But the people who could help are already overloaded with other critical activities. So, you fail, or you realize this is not an option and you don't walk in that direction. This is when you start looking for a consultant.

Searching for a consultant for *capacity* can work fine especially when demand for resources is temporary and when the required capacity can be described in universal skills.

Searching for a consultant with specific *expertise* or as an *advisor* is a little more difficult. Especially when the marketplace is busy and there is a shortage of these consultants. You can call big and small consulting groups but, in the end, it is about being lucky and calling the right person at the right time.

The same as buying software or hardware, you need to spend some time determining the requirements for the role of the consultant first before making the call to those providing the services. Think about, What do you need? When? Which of the three categories? How long the project will last? It is always a good idea to ask your network about their experiences.

I would like to end this article with a quote from a former manager of mine when answering a client's question about receiving a discount. My manager answered, **"Of course you can get a discount, but then you will get less"**.

Industry 4.0 and a Business Consultant

By Sarah Knight

Industry 4.0 and Smart Manufacturing, you cannot be in manufacturing and not have heard these buzzwords. It is the evolution of the manufacturing landscape, where with the help of the Industrial Internet of Things (IIOT) and Cyber Physical Systems our factories will become connected. Looking at your current manufacturing operations the jump to Industry 4.0 is quite honestly huge. This is not something an organization can change overnight or without the support of infrastructure, expertise, time, and investment.



When I started to talk to Jan Snoeij, Gerard Ipskamp, Mathijs Phillips and Tobias Bos about the role of the business consultant in manufacturing I asked the question, "How do you respond to a customer who asks to implement Smart Manufacturing and Industry 4.0?" The overall answer was "WHY?", "What do you want to achieve that you think Industry 4.0 will offer you?" The fact is the futuristic vision of smart manufacturing and Industry 4.0 is a world away from what our team of business consultants see happening in our customers manufacturing plants daily. However, the reality of the shop floor are the actual problems they are facing daily. The questions being asked are: Where are we now? How do we meet our daily output target without any issues? What can MES do for me now? Can it solve the problem of too much paper? Can it solve my problem of not knowing what is happening? Our business consultants are not invited into an organization to sell the future. They are there to look at the present and help to work towards the future. So, if a customer wants to implement Smart Manufacturing, Digital Transformation or Industry 4.0 the first question you will receive is, "Why?" And the second is "What are you trying to solve?" To be successful start laying the foundations to build towards the future by looking at current practices and making small but consistent changes to work towards the goal.

Our business consultants are always open to discuss your organizational needs. Book a half day business health check [here](#).

Training Schedule



Program	Days	Start date	Location	Price (€)
MESA MES/MOM Methodologies – Certificate of Competency (CoC) - RENEWED	5	2022-10-31	Online (9:00 – 14:00 CET / 15:00 – 20:00 SGT)	3.950
MES/MOM: All You Need to Know!	3	2022-11-08	Online (13:00 – 17:00 CET / 07:00 – 11:00 EST)	1.595
Applying ISA-95 for Operations	2	2022-11-17	Online (13:00 – 17:00 CET / 07:00 – 11:00 EST)	895
MESA MES/MOM Methodologies – Certificate of Awareness (CoA) - RENEWED	3	2022-11-22	Online (14:00 – 19:00 CET / 08:00 – 13:00 EST)	2.395
MESA B2MML & Integration Fundamentals Certificate of Competency	2	2022-11-29	Online (14:00 – 18:00 CET / 08:00 – 12:00 EST)	1.995
MESA MES/MOM Methodologies – Certificate of Competency (CoC) - RENEWED	5	2022-12-12	Online (14:00 – 19:00 CET / 08:00 – 13:00 EST)	3.950
MES/MOM: All You Need to Know!	3	2023-01-17	Online (14:00 – 19:00 CET / 08:00 – 13:00 EST)	1.595
Smart Manufacturing and Industry 4.0 Strategies	3	2023-01-24	Online (14:00 – 18:00 CET / 08:00 – 12:00 EST)	1.595
MESA MES/MOM Methodologies – Certificate of Awareness (CoA) - RENEWED	3	2023-01-31	Online (14:00 – 19:00 CET / 08:00 – 13:00 EST)	2.395
LIMS in Manufacturing: All You Need to Know!	2	2023-02-08	Online (14:00 – 18:00 CET / 08:00 – 12:00 EST)	895

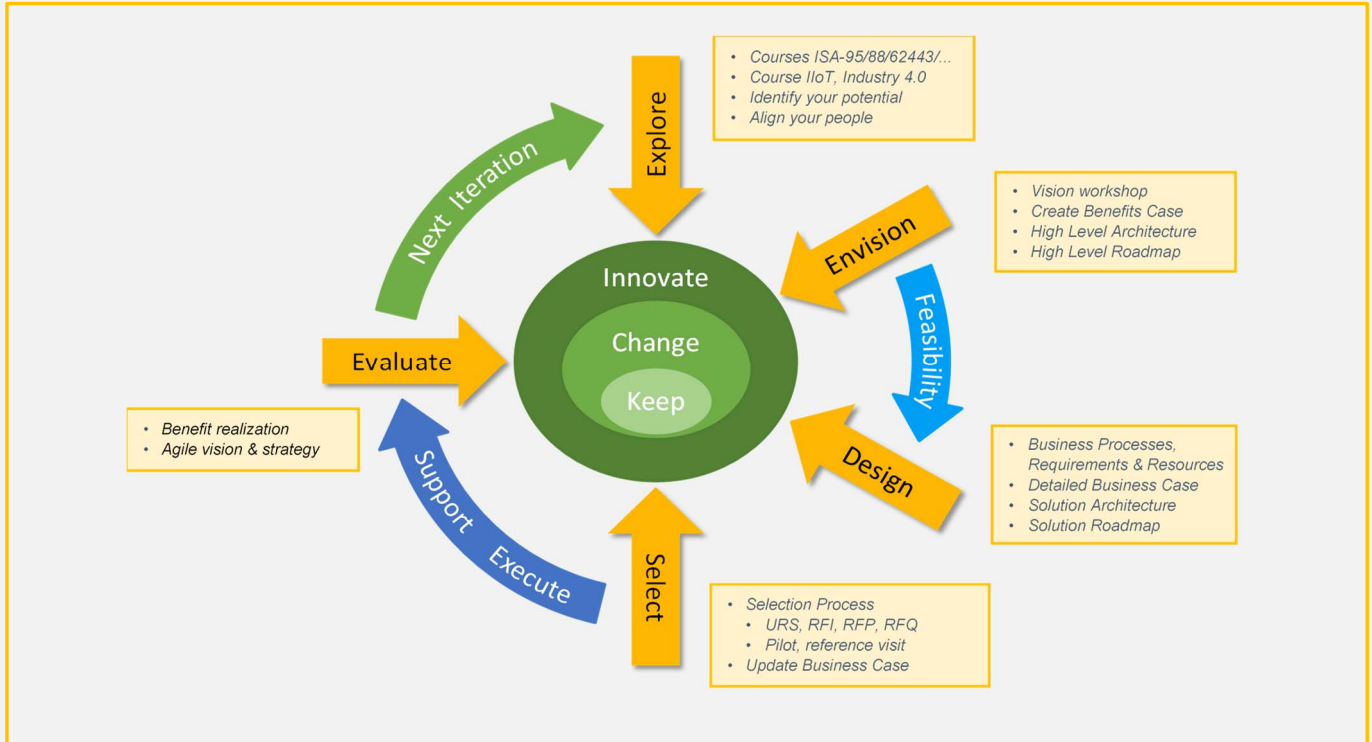
MOMi’s education programs are delivered as public sessions as well as in-house. In the last case, the content can be tailored for your team and your specific situation.

Please ask [Sarah Knight](#) for more details about In-house programs – typically for 8 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



MOMi Education: A Comprehensive Set of Programs

