

## Introduction

Spring has arrived with beautiful weather (in my area). It also is the beginning of a period that the Covid-19 restrictions have been ended. Unfortunately, this is not yet the case everywhere. Therefore, we will continue to work remotely to a large extent and we remain offering all public education programs online only. In-house trainings may be provided in a classroom setting.



Spring is seen as a sign of growth.



May 1<sup>st</sup>, 2022, Tobias Bos joined us. Tobias has MSc degree in Technical Business Administration. Over more than 20 years he has worked in the Manufacturing IT domain in various roles: business consultant, project manager, auditor, pre-sales consultant and MES competence manager. The last 5 years, he worked for Swinkels

Family Brewers as IT business partner operations and mainly focused on ERP and enterprise architecture. In the past, Tobias, Gerard, Mathijs and I were member of the same Manufacturing IT team. It is a great pleasure, to have Tobias with us again.

MOMi intends to grow further. On page 7, you will find a job description for a Senior Business Consultant, based in the USA. As an Expert Division of ATS Global, MOMi's education and business consultancy activities are growing fast in that region. You will do us a great favor to pass this vacancy to anyone who may be qualified and interested in this fantastic job.

I hope you will enjoy reading this ninth 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

"The course was great. You did a great job communicating the material even in the virtual class. I have a much better grasp on the material now and think I'll be able to incorporate some of the concepts into my organization."

*Kevin Auble, Solution Manager, Cook Medical  
MESA MES/MOM Certificate of Competency Program, February 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 4<sup>th</sup> 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](http://www.mom-institute.org)

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## BC in Focus: Business Consultancy and its role in manufacturing

By Sarah Knight

The business of business consultancy at the Manufacturing Operations Management Institute (MOMi). For our Business Consultancy Services In Focus in this edition of the MOMi newsletter we look at the role of the business consultant in the business of manufacturing! Having some of the best minds in the world of MOM within the MOMi team and with over 150 combined years of experience it was only natural to reach out to Jan Snoeij, Gerard Ipskamp, Mathijs Phillips and Tobias Bos to share their knowledge.

When we are invited into an organization to assist with project to improve daily activities the approach is always to assess the customer's business as a whole. This holistic approach is not just about IT and new technologies, it is creating the opportunity for us as business consultants to really understand how the business works, where the pressure points are and where there is opportunity for the organization mature.

### Case Study – Food Company with Gerard Ipskamp Senior Business Consultant

"I was contacted by an IT manager at a food company who produce a large selection of candy/sweets, who wanted to discuss doing "something" with their existing MES. A short initial conversation was had, before the organization reached out again a little time later. The business had developed new lines added to their production and some business changing decision needed to be made. Whilst the business had changed the initial question was still on the table, should they continue to move forward and upgrade the existing MES or do they go back to the beginning and invest in a new system



that provides most of what they require to move forward. I recognized that the support was required to assist with the initial decision-making process, to deliver a presentation of arguments for both the upgrade of existing MES or investing in a new MES. This wasn't something one individual within the organization had the scope for, so it was essential to start with an on-site whole business assessment. Bringing all the invested parties together to really understand what the current way of working highlighted that a change of culture was required. They needed to work differently and IT needs to work with everyone. Opening a clear line of communication within the team allowed everyone to create a plan to move forward and make the all important decision on where to invest in the business. This process inevitably brings to the surface other pressure points within the business. At the start of the journey with this company the scope was investing in new IT systems and because of the initial business assessment a change management program is now kicking off."

As with Gerard's case study our role as business consultants has one common theme, we want to help our customers to improve their operations performance and to move the business forward. The initial conversations often start with an urgent (and explicit) problem, which need to be solved rather quickly. Which we are more than happy to assist with but often it is also important to look at a little further into the future at the longer term gains from making the right decisions in the beginning. Organizations don't always have the the capacity or capability or political ability, or all of the above to complete the project. Having an outside support to help ensure that investments to solve the urgent problem will support the company/operations for the longer term as well!



To really be able to help an organization achieve their goals building relationships, to become a trusted partner is essential. Both us as business consultants and them as the organization have to have a trust that working together will be beneficial and achieve the end goals whatever they maybe. Our roles as business consultant going into an organization is not to make the decisions, it is to highlight and guide them to invest in the right areas to move forward and mature the business.

In next editions of this Newsletter, we will share more of these business consultancy stories.

## MOMi Education in Focus: Renewed MESA GEP

In the previous edition of this Newsletter, we already mentioned that the overhaul of the MES/MOM Methodologies program from MESA International was work in progress. After 11 years, the MOMi instructors team has been gathering and combining a lot of information about MES/MOM methodologies into this renewed Global Education Program. In this edition, we want to provide a little more information about the content of the 10 courses.

### 1. MES/MOM Methodologies Introduction

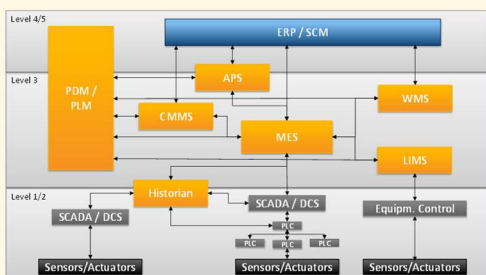
This first course starts with the current trends and observations, including the impact from the Covid-19 pandemic but also operations challenges manufacturers are facing every day. In the past, when we were talking about manufacturing operations, we looked specifically what is happening within the four wall of a factory. With the introduction of Smart Manufacturing and Industry 4.0 concepts, the end-to-end supply chain and the entire product lifecycle are now part of our scope as well.

### 2. MES/MOM Models and Standards

"Smart Manufacturing isn't so Smart without Standards"<sup>1</sup> is a very true statement. Standards are collections of best practices. Therefore, a large part of the program is focusing on standards and how to apply them and benefits from them. As an example, the ISA-95 standard is being used to analyze the current ways of working and define the future ones, to define peoples roles and responsibilities, to describe requirements for MOM product selection and assessing a companies manufacturing maturity. Next to this it provides a great starting point for cerating standardized interfaces applying B2MML.



### 3. MOM Solutions Architecture



There are quite a few different solutions in the MOM domain, like MES, LIMS (ELN, CMS), CMMS, APS, WMS, application for CAPA and non-conformance handling. The MOM applications need integration to both the business application as ERP and PDM/PLM on one hand and with the automation domain on the other. Various architecture patterns, Smart Manufacturing architecture elements and communication and integration are all part of this course.

<sup>1</sup> S. Frechette, KC Morris and Y. Lu (NIST, 2016)



## 4. Smart Manufacturing

Smart Manufacturing is not just about technology and it is not something you can buy of the shelf. It is primarily about empowering people, in this case people in manufacturing. There are many things that make Smart Manufacturing attractive, like new business models, supply chain and partner collaboration, self correcting manufacturing, real-time response and flexible (agile) production with standardized processes, to name just a few. In this course, many of the core concepts are discussed. The fourth industrial revolution as built on a solid foundation of the third. Therefore a mature MES/MOM serves as the backbone for Smart. A structured assessment of the current manufacturing capabilities is the input for a plan to improve and leverage the new and advanced technologies and methodologies of Smart Manufacturing and Industry 4.0.

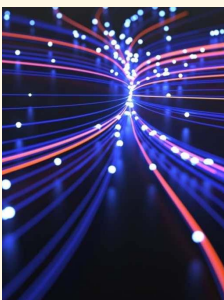


## 5. Manufacturing Maturity to Improve Performance

The need of manufacturers have evolved. They are part of a larger ecosystem of the end-to-end value chain and the entire product lifecycle. The need to utilize all their resources to the max for efficiency, effectiveness, compliance and agility. Improvement of a manufacturers capability and performance is most successful if it is done in small steps at the time: continuous improvement. In this course, the focus is on the Manufacturing Maturity Model as published in MESA White Papers 38 and 53. The last one explains how to assess the current manufacturing capability and detemining guidelines for an explicit plan for the digital transformation.



## 6. Manufacturing Master Data Management



To be able to leverage the benefits of Smart Manufacturing and Industry 4.0, standardization and precisely defined processes and products are required. When first time right, efficiency and effectiveness are our goals, then we need to define and maintain our manufacturing master data carefully. Obvious, you would say. But too often, master data are completely forgotten or only partially taken into account at best. Not only for new product development and introductions it is important te define how a product looks like and how it must be put together. It is crucial for any product, process at any stage to be successful as a manufacturer. To maintain standardized and well-structured processes for manufacturing master data, supported by the right tools, is an excellent starting point.

## 7. Manufacturing Enterprise Intelligence

This course is about metrics and analytics. Metrics do still matter, because well chosen and defined metrics are telling if you are moving in the right direction when executing improvement initiatives (digital transformation). In the end the performance of a manufacturing company is measured by its financial results, like Net Operating Margin and EBITDA. But how to impact these financial results with the activities on the shopfloor? Various metrics models, but also cost accounting approaches are discussed. In the era of Smart, advanced analytics and machine learning (ML) are offering new options beyond the traditional metrics to make use of captured data. However, be aware: data need to be relevant. Better data is better than algorithms.

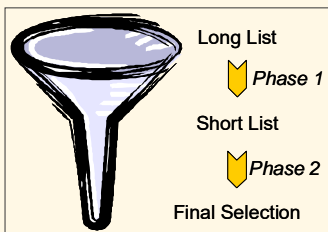
## 8. Justifying MOM Solutions

This topic will never go away. We need to have a solid justification for investing in MOM solutions (as for any investment). The structure of this course is pretty much the same as for the 'old' justification course. However, the information to explain the structured approach to build a ROI justification story is largely renewed. Of course the basic financials are still the same. To get the flavor of "How to ..." two real examples of a macro and a detailed ROI approach are included.



## 9. MOM Product Selection

The best practice methodology for selecting a MOM solution is developed by members of our MOMi business consultancy team. Initially, the approach was published in MESA White Paper 11. Based on the practical experience working with this methodology, enhancements have been made. In our June 2020 Newsletter, we explained the details of this best practice for selection, which is part of our Control the Business Change Cycle.



In the selection, two phases are distinguished: "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 up to 10 – 15 MOM solutions. Based on additional criteria, especially reflecting the elements of our business case (see the previous course) a short-list of three candidates will be determined. In close collaboration with the short-listed vendors, the proof has to be delivered that their MOM solution is indeed good enough (or not).

## 10. MOM Solution Deployment

The last course in this program is about the deployment of the solution. As mentioned before, a step-by-step execution is preferred: iterative, agile or even scrum. In general, this brings less risk and more benefits. It also offers the opportunity to respond to internal and external influential factors, forcing you to change your direction. Who could predict 2,5 – 3 years ago the Covid-19 pandemic and its impact on us all world wide? Special attention will be given to why MOM projects fail and how to prepare for successful deployment of your MOM solution.



### The Winning Team ...

We often say: "Smart Manufacturing isn't so Smart without Smart Educated People". People are still making the difference. And they are of key importance during all stages of the MES/MOM journey this MESA GEP program is about. It is all about the winning team!

Therefore, this MESA GEP program is warmly recommended.

## Training Schedule



Program	Days	Start date	Location	Price (€)
MES/MOM Methodologies – Certificate of Awareness (CoA01)	3	2022-05-10	Online (14:00 – 19:00 CET / 08:00 – 13:00 EST)	2.395
MES/MOM Methodologies – Certificate of Competency,	4	2022-05-10	Insavalor - Lyon (F) (9:00 – 17:00 CET)	3.950
MES/MOM Methodologies – Certificate of Competency (CoC01) - RENEWED	5	2022-05-16	Online (14:00 – 19:00 CET / 08:00 – 13:00 EST)	3.950
Metrics Framework for Manufacturing Performance	5	2022-06-01	Online (09:00 – 13:00 CET / 15:00 – 19:00 SGT)	895
LIMS in Manufacturing: All You Need to Know!	2	2022-06-08	Online (14:00 – 18:00 CET / 08:00 – 12:00 EST))	895
Serialization in Manufacturing	2	2022-03-16	Online (14:00 – 18:00 CET / 08:00 – 12:00 EST)	895
MESA B2MML & Integration Fundamentals Certificate of Competency	2	2022-03-22	Online (14:00 – 18:00 CET / 08:00 – 12:00 EST)	1.995
MES/MOM Methodologies – Certificate of Awareness (CoA01)– RENEWED	3	2022-09-06	Online (09:00 – 14:00 CET / 15:00 – 20:00 SGT)	2.395
MES/MOM Methodologies – Certificate of Competency (CoC01)- RENEWED	5	2022-09-19	Online (14:00 – 19:00 CET / 08:00 – 13:00 EST)	3.950
Manufacturing Maturity to Improve Performance	2	2022-09-20	Online (09:00 – 13:00 CET / 15:00 – 19:00 SGT)	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](#)





## Senior Business Consultant

**Location:** USA

**Type employment:** Full Time

**Education:** Master's degree or equivalent experience and knowledge

**Experience:** 5 – 10 years of comparable experience in Manufacturing

**Department:** Manufacturing Operations Management Institute

### OUR COMPANY – the profile

The Manufacturing Operations Management Institute (MOMi) is an Expert Division of ATS global. Our educational and business consultancy services focus on the processes, IT and skills required to meet the needs of the current challenges in manufacturing and the transition to the 4th Industrial Revolution.

For our growing global Manufacturing Business Consultancy team we are looking for qualified (medior and senior) Business Consultants to help our customers optimize their operations and support their business with the right (IT) tools.

### YOUR JOB - What would be your everyday tasks?

- Help our customers optimize their operations and support their business with the right (IT) tools
- Help customers in preparing for a project with vision, education, assessment, requirements, selection, roadmap, benefit case, architecture, stakeholder management, coaching and much more
- Assist in projects on behalf of the customers' businesses when they lack the resources or knowledge to perform them in house
- Assist customers with their continuous improvement journey (change management)
- Pro-actively assist ATS colleagues where possible
- Develop, enhance and execute educational courses

### Responsibilities:

- Deliver assignments on time, to the highest quality and ensure all assignment procedures are adhered to
- Support the sales and proposal team(s) including scope and proposal generation for a wide range of projects
- Build and sustain your own network
- Contribute to sustainable business growth with the MOMi and ATS Global teams
- Be a proactive member of the team

**Come see how different  
and irresistible we are.**

**Join our team and  
experience our unique spirit!**

### INTERESTING OFFER?

If you think so, apply directly by using the 'Apply Now' button.

**APPLY NOW**

### YOUR PROFILE – qualifications we are looking for

#### Must have:

- Proven experience with Manufacturing Operations Management (MOM) as a Business Consultant.
- Expert-level knowledge and experience within several of the following areas: Manufacturing Business, Production, Quality, Maintenance, Inventory, Planning & Scheduling, (cyber-)Security, Infrastructure, Supply Chain (Logistics), R&D, Architecture, ...
- Teaching skills
- Be able to speak and write fluent English
- The ability to work from home and willing to travel to customer locations within the US
- Excellent communication, presentation, and interpersonal skills
- Initiative-taking and collaborative
- Enthusiastic with a drive for success and quality
- Able to show leadership and sensible decision making when required

#### Nice to have:

- Coaching skills
- Application knowledge of Manufacturing software solutions (MES, LIMS, WMS, CMMS/EAM)
- Experience with applying ISA 95 and ISA 88
- MESA MES/MOM Methodologies CoC certificate
- Commercial insight /mindset

### OUR OFFER & BENEFITS

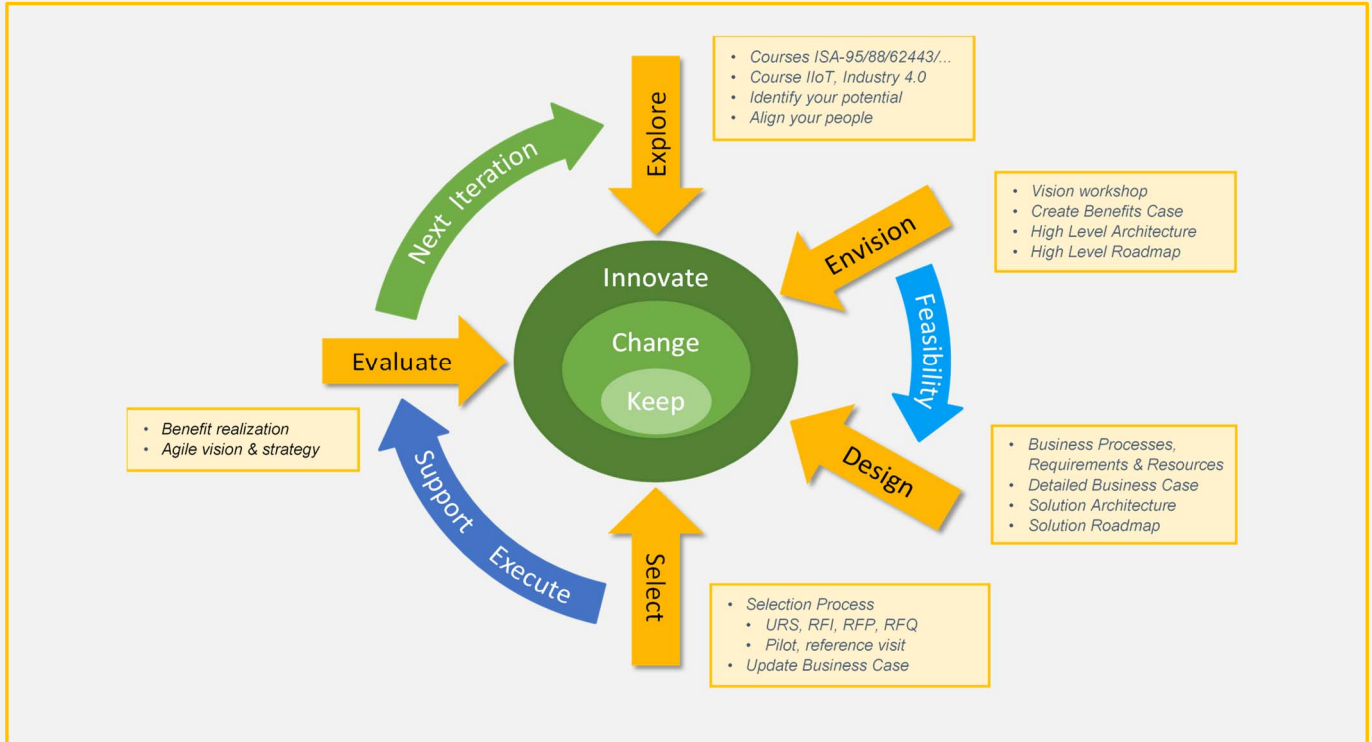
Become the expert within a dynamic, successful team delivering consultancy and education services to improve our customers' performance. This function is a steppingstone to become a leading figure within industry and has a high level of industry visibility.

#### You will also get:

- Flexible working hours
- Share Purchase Plan
- Referral bonus
- Paid certifications, technical and soft-skills training
- In house training
- The chance to work on international projects for world renowned companies
- Healthcare, Dental, and Vision insurance benefits, 401K with company matching, Short- & Long-Term Disability insurance benefits
- More than 1,200 amazing co-workers all over the world!



## MOMi Business Consultancy: Control the Business Change Cycle



## MOMi Education: A Comprehensive Set of Programs

