

Welcome to our Newsletter



As the end of the year approaches it is the perfect opportunity to look back over the past 12 months and to set some intentions for the remainder of the year.

There were some big changes at MOMi over the summer months, our President Jan Snoeij retired, which we will talk about a little later in the newsletter. Whilst some faces have changed at MOMi our core business of independent manufacturing education and business consultancy services continues. In this edition of the newsletter we highlight and

explore in more detail two of our education programs, LIMS in Manufacturing and Business Case to Justify Investment. Both of which have been updated. Business consultancy services will focus on "How to organize your data".

With Jan's departure comes a new but familiar face to MOMi, Mike James has returned as MOMi President however the day to day running will be in my hands so please feel free to reach out to either myself, [Gerard Ipskamp](#) or [Mathijs Philips](#) for any manufacturing support you may need.

In the meantime, I hope you will enjoy reading this seventh 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 me directly Sarah.Knight@mom-institute.org

Sarah Knight

MOMi Team Lead

Global Education Program Manager

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

Latest News

Wishing Jan Snoeij Health and Happiness in his Retirement

It has been a time of change for the team at MOMi. In July we said farewell to MOMi's President Jan Snoeij. Jan joined MOMi in October 2016 and took over the role of President and Senior Business Consultant. Having been instrumental in starting the MESA Global Education Program and having over 35 years experience in the MOM domain, Jan came with a wealth of knowledge and experience. His determination to provide our customers with world class education and business consultancy services whilst truly staying independent never faltered. It has been great fun working with Jan over the past seven years and the team at MOMi wish him well in his next adventure and many years of fun ahead with his wife Marga and their family.



MESA Approved Instructors – USA



MOMi are pleased to announce we have two new MESA Approved Instructors (MAI's) in the United States. Joining the MOMi team to deliver MESA's Global Education Program are [Robbert Ottenhof](#) and [Nadir Khoja](#). Robbert will be delivering the [Certificate of Awareness](#) and Nadir the [Certificate of Competency](#).



If you would like to join either Nadir or Robbert for one of MESA's MES/MOM Global Education Programs (GEP) you can do so by clicking the link and registering at www.mom-institute.org

MOMi Education Price Increase

2024 will see a small price increase for both MOMi and MESA education programs. So if you are thinking about educating your team next year book before the end of 2023 to save!! The 2024 education program is live and currently at 2023 prices. [Book now](#) to save!!

MOMi Education in Focus

By Principal Instructor Gerard Ipskamp

MOMi updates two education workshops to Jumpstart Digitalization and Business Case Creation for Shopfloor Automation

MOMi is excited to announce the latest enhancements to its educational offerings, designed to empower individuals and businesses in embracing digitalization in laboratory settings and crafting compelling business cases for shopfloor automation. Gerard Ipskamp, a distinguished instructor at MOMi, has diligently updated two pivotal courses: "LIMS in Manufacturing: All You Need to Know!" and "Business Case to Justify MOM Investments."

LIMS In Manufacturing All you need to know - Version 2.0

The "LIMS in Manufacturing" course, focused on Laboratory Information Management Systems, has undergone significant improvements. It caters to individuals with a foundational understanding of quality lab operations and a desire for deeper insights into LIMS solutions. With these recent updates, the course now offers a more immersive learning experience.

The enhancements include real-world scenarios, practical solutions, and vivid screen examples to foster hands-on learning. By enrolling in this course, participants can:



- Gain a comprehensive understanding of LIMS solutions within laboratory environments.
- Delve into topics such as integration with MES and ERP, critical requirements identification, and architectural decision-making.
- Explore organizational aspects, including responsibilities for generating Certificate of Analysis (CoA), sampling and testing plans, and the significance of LIMS features like equipment management, inventory management, and approval workflows.
- Take a structured journey from grasping laboratory processes, translating them into LIMS functionalities, to implementing their chosen solutions.

The course curriculum now encompasses the following key modules:

- Quality processes and LIMS functionality
- Architecture considerations
- Building a business case
- Software selection
- Implementation strategies, project setup, and execution
- The human factor in MOM implementation
- Best practices and pitfalls to avoid.

We would like to thank leading LIMS vendors—Caliber, iVention, and Siemens—for contributing valuable screen shots to illustrate LIMS functionalities in real-world contexts.

The "LIMS in Manufacturing" course is available as a 1-day classroom session or a 2-day online course (2 sessions of 4 hours each). For more details and enrollment, please refer to the MOMi education calendar or contact us directly at sarah.knight@mom-institute.org for enquiries or customized in-house arrangements.

Business Case to Justify Investments

Crafting a compelling business case is not merely about implementing software; it's about driving transformative business process changes. Our "Business Case to Justify MOM Investments" course begins by emphasizing this fundamental principle.

This course equips participants with the skills needed to develop and present persuasive business cases. It covers:

- Focusing on managing your business rather than fixating on technology
- Understanding the components of a robust business case
- Examining the financial aspects and determining Return on Investment (ROI)
- Assessing risks and mitigating them
- Effectively presenting the business case

Notably, this course is versatile and can benefit professionals across various Manufacturing Operations areas, including quality control, production, and planning & scheduling. Enrolling in this course enables you to initiate the process of building a business case tailored to your company's unique needs.

Similar to our LIMS course, the "Business Case to Justify MOM Investments" is available as a 1-day classroom session or a 2-day online course (2 sessions of 4 hours each). To learn more or enroll, please consult the MOMi education calendar or reach out to us directly at sarah.knight@mom-institute.org for inquiries or to explore customized, in-house training options.



MESA Education in Dutch



For the first time in MESA history MOMi are offering the MESA MES/MOM Certificate of Awareness and Certificate of Competency global education programs in Dutch. Any of our customers wanting to join us click the links below and look for the dutch flag;

[MESA Certificate of Competency](#) or [MESA Certificate of Awareness](#)

Business Consultancy in Focus

How to organize your data?

By Senior Business Consultant Mathijs Phillips

Digitalization in manufacturing is often about connecting systems and the collection of more data, making it available for routine reporting and analytics. This sounds promising, and it is. But with more data collected and available, more attention is required for structure, quality and management of (master) data.

Like the famous LinkedIn post of “data like Lego” shows: just collecting data gives no more than ‘just collected data’. And more data collection without structure can even set you back. It can lead to technical problems on servers, databases filling up and degradation of system performance. It can also give organisational challenges, for example how collected data should be interpreted, how it has been defined, it’s validity, or what it has actually measured.

In making steps to digital manufacturing and collecting more data, it makes sense to pay attention to the following:

- Understand which data has been used to **instruct the shopfloor**. Use this as a basis for interpretation of the collected data from the shopfloor execution processes: did we give the right instructions?
- Awareness of the details of **how data is collected** from the shopfloor. Does this value (this sensor) counts the output before final quality inspection or after? And the rejects that are counted, are they going to waste, or can they be reworked still? What exactly does the collected data tell us?
- If recorded data is analysed to decide on “good product” or “rejected product” then the **health and the quality** of the sensor, the interface, the database and the application have an important role.
- Bring collected data into **context**. Logging the temperature of a furnace on the shopfloor is nice, but it starts to make real sense when we can see when a material batch entered the furnace, when it was taken out, and what the specification says that the temperature should have been. Did any relevant events occur in that time (downtime, settings change, shift change, door open) and did it influence the temperature or the batch quality?



Figure 1 Data like Lego: adapted from a LinkedIn post in 2021 (von der Heydt)



With a growing importance of collected shopfloor data available in IT systems, it makes sense to review roles, responsibilities, and work processes: for master and operational data, for health of systems, for definitions of data collections and for the processing of collected data.

If you like to discuss more on the topic feel free to contact MOMi.

Figure 2 The value is not in just collecting the data: the value is in using it.

What our Customers Say...



"Thank you for the great training and inspiring discussions. The course gave practical improvement ideas for our value delivery model to reach higher value by utilizing standard products more rapidly in customer projects. I found the manufacturing strategy/maturity, enterprise architecture, and process design perspectives most intriguing."

Sakari Aulanko, Technology & Innovation Lead at Novotek Oy
 MESA Methodologies CoC, November 2023

"This comprehensive certification has equipped me with the knowledge and skills necessary to drive digital transformation and optimize operations within the manufacturing industry. Throughout the program, I gained a deep understanding of MESA standards and best practices, as well as the latest trends and emerging technologies in manufacturing. I also learned how to design and implement integrated manufacturing systems that can improve efficiency, reduce waste, and enhance quality."



Vinay Kushwaha, Sr. Enterprise Architect, Honeywell
 MESA MES/MOM Methodologies CoA, March 2023

Navigating the NDA Maze

By Senior Business Consultant Gerard Ipskamp

During our courses, we shed light on an often-underestimated aspect: securing Non-Disclosure Agreements (NDAs). We often ask participants how long they believe it takes to establish NDA agreements, with the correct answer being 2 to 4 weeks. This question serves as a catalyst for discussions around the challenges and efforts involved in this crucial phase.

Recently, we were tasked with coordinating the acquisition of five NDAs to facilitate the issuance of an RFP for MES (Manufacturing Execution Systems). One common mistake we encountered, both on the side of companies and vendors, was the inclination to employ their own NDA templates. However, these templates are inherently one-sided and fail to accommodate the perspectives of both parties, rendering them unsuitable.



The primary issues we identified with such templates include:

1. Lack of mutuality: NDAs should represent a mutual agreement, considering that both sides possess sensitive information.
2. Unacceptable contractual penalties: Legal departments often find proposed penalties unrealistic, which can lead to protracted negotiations.
3. Choice of governing law: The selection of applicable laws varies based on circumstances, necessitating upfront clarity on acceptable choices.

In our experience, it took up to five weeks to finalize all the NDAs, involving stakeholders from sales, purchasing, and legal departments. Occasionally, discussions around contractual penalties further delayed the process.

We proceeded to send out the RFP with a stipulated deadline for responses, only to encounter another unexpected hurdle. Some vendors took up to four weeks to decide whether to respond directly or through a partner. In cases where partners were involved, additional NDA negotiations were required, resulting in an additional two-week delay. This meant that partner-reliant vendors received the RFP a substantial six weeks later than those responding individually.

To streamline such processes, it would be advantageous for NDA templates to include provisions for extending NDAs to partners, ensuring efficiency and fairness throughout.

In conclusion, acquiring and finalizing NDAs is far from a straightforward task. An unfortunate past experience serves as a reminder that disagreements over NDA terms can lead to the exclusion of otherwise suitable vendors. Therefore, it's essential to approach NDA negotiations with diligence and a commitment to finding common ground.

Education Schedule

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.

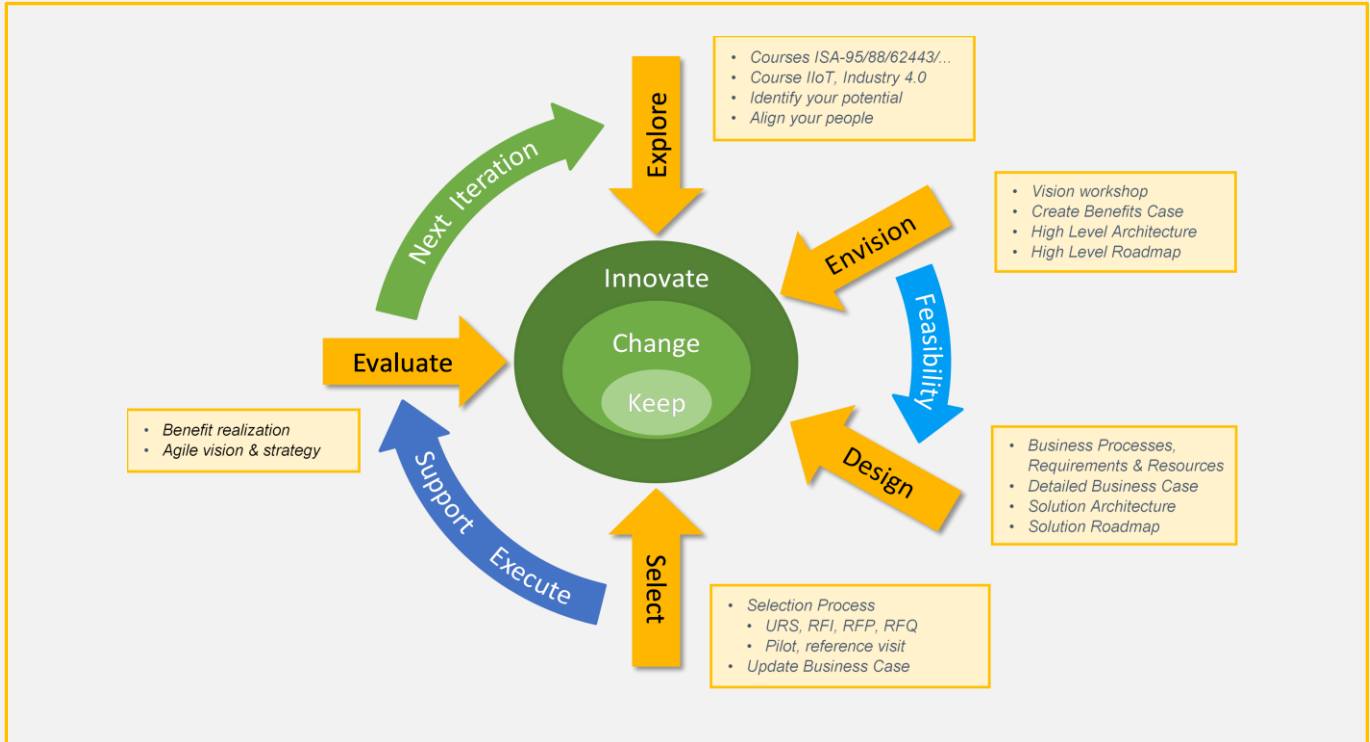
Please ask [Sarah Knight](#) for more details about In-house programs, typically for 10 participants or more, or if you want to participate with a smaller group. Attractive reduced fees may apply.



For more information and registration, see our [website](#).

Course Name	Start Date	Location	Price	Register
MESA MES/MOM Certificate of Awareness (CoA01)	December 5, 2023	Online 14:00 - 19:00 CET	€ 2395	Registration
MESA MES/MOM Certificate of Awareness (CoA01)	January 16, 2024	Online 14:00 - 19:00 CET	€ 2395	Registration
MESA MES/MOM Certificate of Competency (CoC01)	January 29, 2024	Online 14:00 - 19:00 CET	€ 3995	Registration
MESA B2MML & Integration Fundamentals Certificate of Competency (CoC02)	December 13, 2024	Online 14:00 - 18:00 CET	€ 1995	Registration
Applying ISA-95 for Operations	February 6, 2024	Online 14:00 - 18:00 CET	€ 995	Registration
LIMS in Manufacturing: All You Need to Know!	February 8, 2024	Online 14:00 - 18:00 CET	€ 995	Registration
Manufacturing Maturity to Improve Performance	February 13, 2024	Online 14:00 - 18:00 CET	€ 995	Registration
IT/OT Convergence for a Connected Factory	February 15, 2024	Online 14:00 - 18:00 CET	€ 995	Registration
MES/MOM All You Need to Know!	February 20, 2024	Online 14:00 - 18:00 CET	€ 1695	Registration
MESA MES/MOM Certificate of Awareness (CoA 01)	March 19, 2024	Online 11:00 – 16:00 EDT	€ 2365	Registration

MOMi Business Consultancy: Control the Business Change Cycle



MOMi Education: A Comprehensive Set of Programs

