

Welcome to our Newsletter

Welcome to Spring 2026 – and the first MOMi Newsletter of the year.

As manufacturing organisations navigate increasing complexity, skills and clarity matter more than ever. This year, MOMi continues to focus on helping leaders and practitioners build strong Manufacturing Operations Management foundations, aligned to ISA-95 and grounded in real operational needs.

In this edition, **Education in Focus** is *Manufacturing Maturity to improve performance Workshop*, supporting organisations to assess where they are today and define clear, actionable next steps. **Business Consultancy in Focus**, looks at how some MES comparisons start in the wrong place and how the *Manufacturing Use Case Navigator*, a practical tool designed to connect business priorities with real, value-driven use cases can support MES selection.

We're pleased to kick off spring by sharing insights and resources that help bridge strategy and execution—and we look forward to supporting your MOM journey throughout 2026.

Sarah Sullivan

MOMi Team Lead

Global Education Program Manager



About MOMi

About MOMi

The Manufacturing Operations Management Institute (MOMi), an Expert Division of ATS Global, provides best-practice consultancy and independent education for manufacturers worldwide. We help organizations navigate the full change cycle, adopt smart technologies, and realize the benefits of Industry 4.0.

Our team of independent experts brings extensive global experience, offering practical, step-by-step guidance to improve operational performance. MOMi delivers clear, deployable strategies that empower people and drive continuous improvement.

Contact Us

Explore how we can accelerate your digitalization journey and much more! Don't miss out - here's how to connect:

Email:

info@mom-institute.org

Website:

www.mom-institute.org

LinkedIn:

[@MOMi](https://www.linkedin.com/company/momi)

Latest News

MOMi Use Case Navigator Launches This April

Manufacturers know they need to digitalize, the challenge is knowing **where to start, what to prioritise, and how to justify the investment.**

Launching this April, the **MOMi Manufacturing Use Case Navigator** is designed to bring clarity to that challenge.

The Use Case Navigator provides a **structured, vendor-neutral view of manufacturing use cases**, mapped across business objectives, manufacturing domains, and maturity levels. It helps organisations move beyond technology hype and focus on **real, value-driven use cases** that align with operational goals.



Built for manufacturing leaders, practitioners, and transformation teams, the Navigator enables you to:

- Explore and compare manufacturing use cases in one place
- Understand where value can be delivered across MOM/MES, quality, performance, inventory, and beyond
- Support consistent business case development and prioritisation
- Create a common language between business, operations, and IT

More than a library, the MOMi Use Case Navigator is a **decision-support tool**, helping manufacturers move from *ideas* to *action* with confidence.

The MOMi Use Case Navigator launches April 2026.

If you're looking to accelerate your digital manufacturing journey with clarity and structure, this is your starting point.

Please reach out to [Gerard Ipskamp](#) or [Mathijs Philips](#) for more information.

MOMi Education in Focus

Manufacturing Maturity to Improve Performance

Just like a fine cask of whisky, **manufacturing maturity can't be rushed.**

You don't fill a barrel and expect excellence overnight. Maturity comes from structure, consistency, and understanding what's developing beneath the surface over time. Manufacturing operations are no different.



MOMi's Manufacturing Maturity to Improve Performance workshop is designed to help organisations take that step back and assess where they really are today—before deciding what should mature next. Using an **ISA-95–based Manufacturing Maturity Model**, the workshop provides a structured approach to evaluating manufacturing capabilities across key operational activities.

Through practical, hands-on exercises, participants learn how to identify strengths and gaps, assess consistency, and translate insight into **clear, actionable next steps**. The result is not just a snapshot of maturity, but a **step-by-step improvement roadmap** that supports better decision-making, stronger alignment between business and operations, and improved readiness for digital and Industry 4.0 initiatives.

Because real performance improvement doesn't come from hoping things will "age well" on their own, it comes from **intentional, informed maturation**.

If you're ready to understand what's really happening inside your manufacturing "cask" and define a clear path forward, explore MOMi's **Manufacturing Maturity to Improve Performance** workshop, or consider in-house delivery tailored to your organisation.

Business Consultancy in Focus

When MES comparison starts at the wrong place

By Senior Business Consultant [Gerard Ipskamp](#)

How the new MOMi Navigator setup changes longlist, medium list, shortlist decisions

In recent years, MES research has produced a steady flow of analyst reports comparing vendors and solutions. These reports strongly influence how Manufacturing Execution Systems are evaluated and selected, often before manufacturing requirements are made explicit.

Gartner, IDC, Forrester, and Tech-Clarity each contribute valuable perspectives, but a common pattern remains. MES is compared vendor by vendor and solution by solution. What stays largely implicit is a neutral, structured view of manufacturing use cases, independent of vendor size or visibility.



This matters more than is often acknowledged.

Multiple studies show that **between 50% and 75% of MES and manufacturing software initiatives fail to deliver their intended business results**. These failures rarely mean projects are fully cancelled. More commonly, they stop early, exceed budget, take significantly longer than planned, or deliver only part of the agreed scope. Typical implementation timelines stretch to **12–18 months or more**, delaying value realization and increasing fatigue across operations and IT.

Importantly, research consistently points to the same root causes. Not technology limitations, but **unclear objectives, weak use case definition, and late discovery of functional gaps** during implementation.

Material flow, scheduling, quality, equipment, and innovation are then addressed too late, when a shortlist is already fixed.

The Navigator starts from manufacturing reality

The MOMi Manufacturing Use Case Navigator deliberately starts elsewhere: it begins with clearly defined use cases across five categories: **material flow, scheduling, quality, equipment, and innovation**. These are expressed as concrete operational scenarios, not as vendor features.

Only then are solutions mapped to these use cases in a consistent and vendor independent way. The question changes from who is leading the market to which solutions support the required use cases across material flow, scheduling, quality, equipment, and innovation.

The Navigator does not replace analyst research. It complements it by changing the sequence. From solution comparison to use case clarity. From market visibility to operational relevance.

A new setup that changes selection lists

With the latest setup, the Navigator is also changing how longlists, medium lists, and shortlists are created.

Traditionally, early selection stages depend heavily on vendor participation and existing visibility. Vendors that do not participate or fall outside analyst coverage often disappear from the longlist before functional fit is discussed.

The new setup reduces that dependency.

Assessment work no longer needs to pause until a vendor decides to participate. Public information can be used as structured input to keep the selection framework complete, as long as it is handled conservatively and transparently. This makes it possible to build an initial longlist driven by the five use case categories rather than by participation status.

When this approach was explained on LinkedIn, the reaction was very positive. Not because it promises faster selection, but because many practitioners recognize the recurring pattern of projects running over budget or delivering less scope than agreed, often rooted in weak early use case alignment.

Buyer maturity and governance

This shift reflects growing buyer maturity.

Selection teams are increasingly able to build defensible views based on public evidence rather than relying solely on vendor narratives. That has clear governance benefits. Longlists anchored in traceable sources and explicit use cases are easier to explain, compare, and defend when projects are later challenged on cost, scope, or timeline.

This is especially relevant when requirements span **material flow, scheduling, quality, equipment, and innovation**, because inconsistencies across these domains are difficult to correct once implementation has started.

What comes next

The first MOMi Flagship report is expected in **April 2026**. Alongside the report, MOMi is preparing services that allow companies or initiatives to create a tailored longlist quickly and at limited cost.

By starting from the five use case categories and mapping the solution landscape consistently, companies can move to a medium list and shortlist with far more focus and less rework later in the project.

Three key takeaways

1. **Use cases first**

MES selection improves when material flow, scheduling, quality, equipment, and innovation are explicit before vendors are compared.

2. **Early selection reduces downstream failure risk**

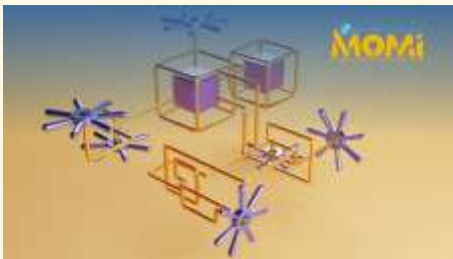
Given that up to three quarters of MES initiatives underdeliver, improving longlist quality is one of the few levers available early in the lifecycle.

3. **Governance improves through structure and evidence**

Use case anchored selection creates decisions that are more transparent, comparable, and defensible when projects are later assessed on outcome.

Configuration is not a detail, it is a design decision

By Senior Business Consultant [Gerard Ipskamp](#)



Configuration and customization are often treated as implementation details. Something to be handled later, once a vendor is selected and the project is already underway.

In practice, this is where many MES and LIMS initiatives start to drift.

Every manufacturing or laboratory environment is different. Production variability, regulatory pressure, legacy integration,

and local working practices mean that no out-of-the-box solution fits perfectly. Configuration and customization are therefore not exceptions. They are normal and necessary.

The problem is not that customization exists. The problem is that the line between configuration and customization is often unclear, poorly governed, or misunderstood.

The newly released MOMi white paper, “Configuration and Customization in MES and LIMS: A Practical Guide”, addresses exactly that gap.

Rather than promoting a single approach, the paper explains where configuration should be the default, where customization becomes unavoidable, and why treating customization as “just a small change” creates long-term cost, upgrade risk, and compliance issues.

The paper looks at both MES and LIMS, because although their operational contexts differ, the underlying challenges are remarkably similar. Balancing efficiency, compliance, traceability, and user acceptance requires conscious design choices, not accidental ones.

Several practical questions are addressed:

- * What is configuration, and what is clearly not?
- * Which areas in MES and LIMS most often require customization?
- * How do regulated and non-regulated environments change the cost profile?
- * Who should own custom code, and how should it be governed over time?
- * Why well managed customization can reduce audit effort and improve adoption

The white paper also highlights an often-overlooked aspect: customization is not only a technical decision. It affects governance, validation effort, upgrade strategy, and user behaviour. In mature organizations, these aspects are treated together, not separately.

For companies struggling with upgrade pain, escalating service costs, or low user adoption, the message is simple. The issue is rarely the platform alone. It is how configuration and customization decisions were made, documented, and sustained over time.

This white paper is intended for manufacturing, quality, IT, and compliance professionals who want a more structured and realistic way to think about MES and LIMS adaptation, without ideology and without vendor marketing.

The white paper is now available for download here: www.mom-institute.org

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



Royal Swinkels Master Data Quality and PLM/LIMS Selection

"MOMi has been fantastic in helping us select both a PLM and LIMS system. Thanks to their expertise and guidance, the entire process was very structured and efficient. Gerard Ipskamp, with his expertise and sharp insights, guided us through the entire selection process and ultimately helped us make an informed decision."

Thanks to MOMi, we were able to select the right suppliers within a short period of time. Their approach was professional and goal-oriented, and with their guidance, we were able to identify the best options for our organization."

We are very pleased with our collaboration with MOMi and Gerard Ipskamp and would definitely recommend them to other companies looking for a PLM or LIMS system. MOMi helped us in making this important decision, and we are confident that with their help, we made good choices."

Marye Klaasen; Head of QESH; Swinkels

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 Sullivan](#) for more details about In-house programs, typically for 10 participants or more, or if you want to participate with a smaller group. Attractively reduced fees may apply.



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

Course Name	Days	Start Date	Location	Price	Register
Applying ISA-95 for Operations	2	March 30, 2026	Online (14:00 - 18:00 CET / 08:00 - 12:00 EDT)	€ 1,020	Registration
Business Case to Justify MOM Investments	2	April 1, 2026	Online (14:00 - 18:00 CET / 08:00 - 12:00 ET)	€ 1,020	Registration
MES: All You Need to Know!	4	April 7, 2026	Online (14:00 - 18:00 CET / 08:00 - 12:00 EDT)	€ 1,900	Registration
MESA MES/MOM Certificate of Competency (CoC01)	5	April 13, 2026	Online (14:00 - 19:00 CET / 08:00 - 13:00 EDT)	€ 3,940	Registration
MESA MES/MOM Certificate of Competency (CoC01)	5	April 13, 2026	Online - In French (10:00 - 16:00 CET)	€ 3,940	Registration
MESA MES/MOM Certificate of Competency (CoC01)	5	April 13, 2026	Online - US Time Zone (11:00 - 16:00 EDT)	\$4550	Registration
Manufacturing Maturity to Improve Performance	2	April 21, 2026	Online (14:00 - 18:00 CET / 08:00 - 12:00 EDT)	€ 1,020	Registration
MESA B2MML & Integration Fundamentals Certificate of Competency (CoC02)	2	April 23, 2026	Online (14:00 - 18:00 CET / 08:00 - 12:00 EDT)	€ 1,460	Registration
MESA MES/MOM Certificate of Awareness (CoA01)	3	April 28, 2026	Online (14:00 - 19:00 CET / 08:00 - 13:00 EDT)	€ 2,400	Registration
Integrating Manufacturing (MES/MOM)	2	May 26, 2026	Online (14:00 - 18:00 CET / 08:00 - 12:00 EDT)	€ 1,020	Registration
LIMS in Manufacturing: All You Need to Know!	2	May 28, 2026	Online (14:00 - 18:00 CET / 08:00 - 12:00 EDT)	€ 1,020	Registration

MESA MES/MOM Certificate of Competency (CoC01)	5	May 31, 2026	Online - In Dutch (10:00 - 15:30 CET)	€ 3,940	Registration
MESA MES/MOM Certificate of Competency (CoC01)	5	June 8, 2026	Online (14:00 - 19:00 CET / 08:00 - 13:00 EDT)	€ 3,940	Registration
MESA MES/MOM Certificate of Awareness (CoA01)	3	June 16, 2026	Online - In Dutch (10:00 - 15:30 CET)	€ 2,400	Registration

MOMi Business Consultancy: Control the Business Change Cycle



MOMi Education: A Comprehensive Set of Programs

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

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



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

- Metrics Framework
- Continuous