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Evaluating benefits realisation management (BRM) methodology as a tool for implementing manufacturing execution system (MES): Development and implementation of computer integrated manufacturing (CIM) using benefits realisation management (BRM) methodology

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ABSTRACT

This research report addresses the question: Is BRM (Benefits Realisation Management) a valid method for MES (Manufacturing Execution Systems) development and implementation?

While the technical aspect of implementing MES is standardised and well documented, a clear approach to tackling the activity on a company specific level is missing. Literature shows that there is ambiguity in where ownership should lie and further details common organisational problems that companies experience. Limited guidance is given to how these problems can be tackled.

An evaluative case study is conducted at the WMMEA (WEIR Minerals Middle East and Africa) machine shop to determine whether BRM methodology is able to improve the MES system and its implementation by adding a previously unexplored structure to the undertaking. The research method focuses on two aspects of the case. The initiative, where the researcher aims to identify whether BRM methodology is able to specify a complete set of requirements for MES implementation. The outcomes, where the researcher quantifies the benefits gained from the implementation.

This report describes an adapted BRM methodology and the outcomes of its application. These outcomes consist of the issues faced by the company, the enablers developed to overcome these issues, and the benefits derived from MES.

The BRM methodology is shown to be valid in the case of WMMEA by the confirmed realisation of predicted benefits. The business objectives achieved are an improved on-time delivery to customers and an increased part value.