40–70% of Projects Fail

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APS, MES and PLM Projects Fail to Meet Their Objectives.

And the software is almost never the reason.

The Reality Check

ERP / APS ⚙️

73%

of discrete manufacturing ERP projects fail to meet objectives.

Avg cost overrun: 215%

Source: Panorama Consulting Group, 2025 2025 ERP Report; Godlan analysis.

PLM 🔗

50%+

Estimated failure rate. Tied to data readiness & integration complexity.

Source: Bas Koomen / CADMES empirical empirical study (Springer); Beyond PLM. PLM.

MES ⚠️

Recurring

Failures due to poor data integration & manual workarounds replacing system use.

Source: Industry analysis: iiot-world, MDC Plus, OutSystems MES research.

The failures are not random.

They concentrate in **5 technical root causes** that sit below the software layer.

Manufacturing Industry Infographic: The Iceberg of Operational Risk

Planning & Execution Software

APS | MES | PLM | ERP

The Hidden Failure Layer
1. Dirty master data
2. Non-feasible work orders
3. Materials disconnected from plan
4. Fragile integration
5. Undocumented knowledge

THE HIDDEN FAILURE LAYER

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1 **Dirty manufacturing master data**

BOMs, routings, and capacities are incomplete or outdated. The model does not match reality.

2 **Non-feasible work orders**

Planning systems generate orders the shop floor cannot execute due to incorrect constraints.

3 **Materials disconnected from plan**

Material availability and lead times are not aligned with the production schedule.

4 **Fragile integration**

Point-to-point scripts and manual handoffs make the connection brittle.

5 **Undocumented institutional knowledge**

Critical know-how lives in heads and spreadsheets, not the system.

What if you could eliminate these 5 technical failure causes — without replacing anything you already have?

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The Manufacturing Data & Intelligence Layer

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