

# After Work Lean Lead

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ALLIC<sup>o</sup>



## Content

Introduction AkzoNobel

Point of departure

The Journey

Results and reflections

Allics

# You'll find us everywhere

# AkzoNobel

## 2024 key figures:

**€10,711** mln revenue

**€1,478** mln adjusted EBITDA

**€917** mln operating income

**~130** manufacturing sites

**34,600** employees (FTE)





On every surface

The image consists of a 4x5 grid of 20 smaller images, each depicting a different surface or object. The images include:

- Top row: A close-up of a laptop keyboard with purple and pink keys, a colorful multi-story building, a large airplane with a blue and yellow painted face, the interior of a car showing the dashboard and steering wheel, and a wooden staircase with large windows.
- Second row: A large cargo ship at sea, a Formula 1 racing car in a garage, a futuristic car with glowing purple lights, a night view of the Supertree Grove in Singapore, and a view of the London skyline with the Shard and City Hall.
- Third row: A close-up of several aluminum cans, a quadcopter drone flying over a white surface, the Burj Khalifa skyscraper at night, a close-up of a wind turbine blade, and a modern building with a curved glass facade.
- Bottom row: A tugboat pushing through water, a green SUV driving on a dusty road, a large industrial structure, a sailboat on the water, and a city skyline at sunset.

# Starting Point

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What are all  
these  
materials  
doing here?

Product Management:  
Let's introduce a couple  
of new product lines

Next week  
the machine  
is out

Customer:  
Where is my  
product?

Manufacturing:  
My cost need to  
go down I need  
volume!

I can't find  
this batch

Supply Chain:  
My inventory is  
too high, I want  
smaller batches

I am out  
of raw  
materials

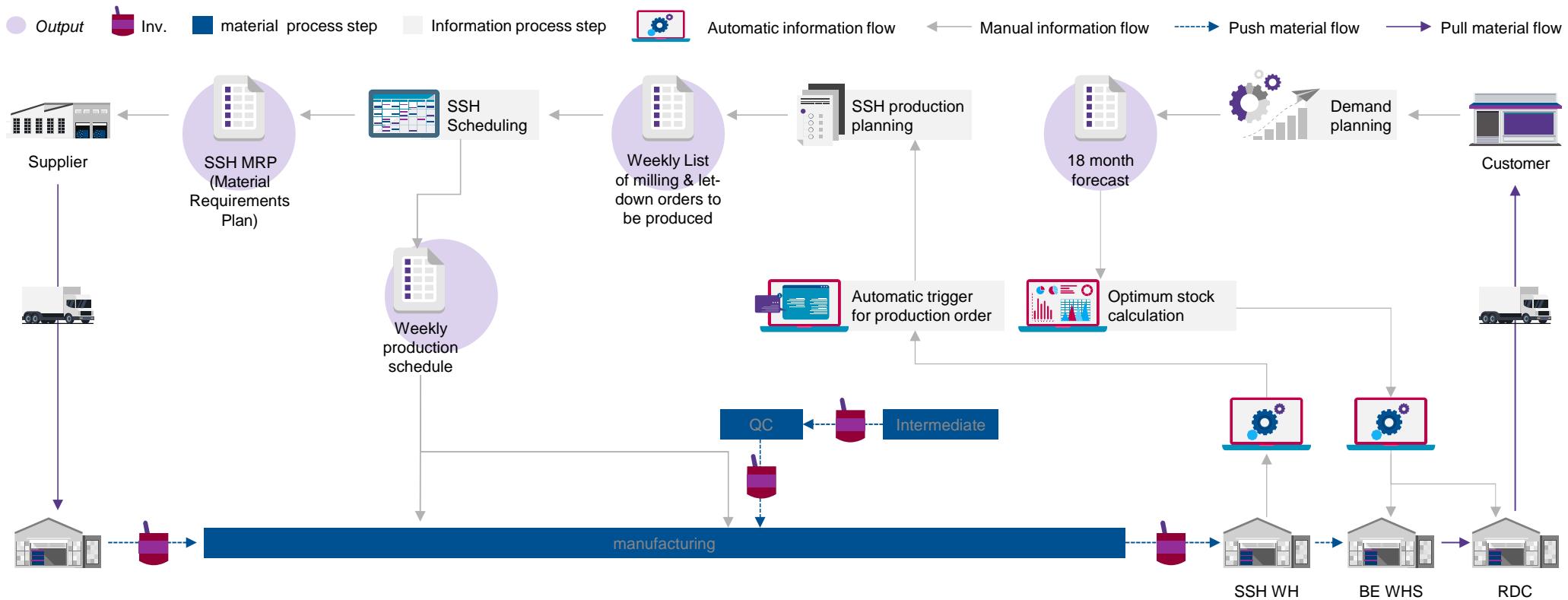
Why is  
this order  
not done?

Can we  
expedite  
this order?

# Where to start

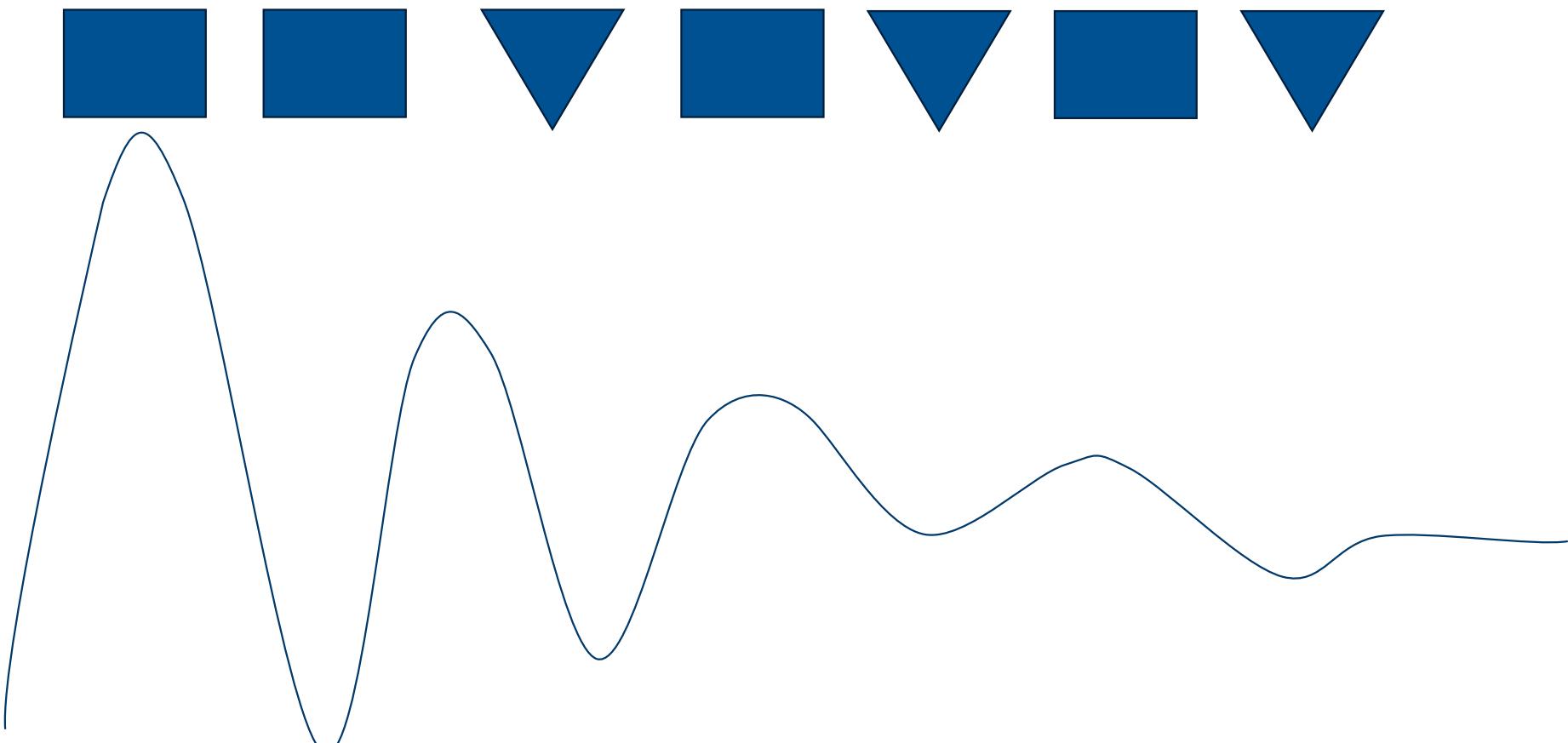
Start with a stable, feasible, visual plan and drive CI

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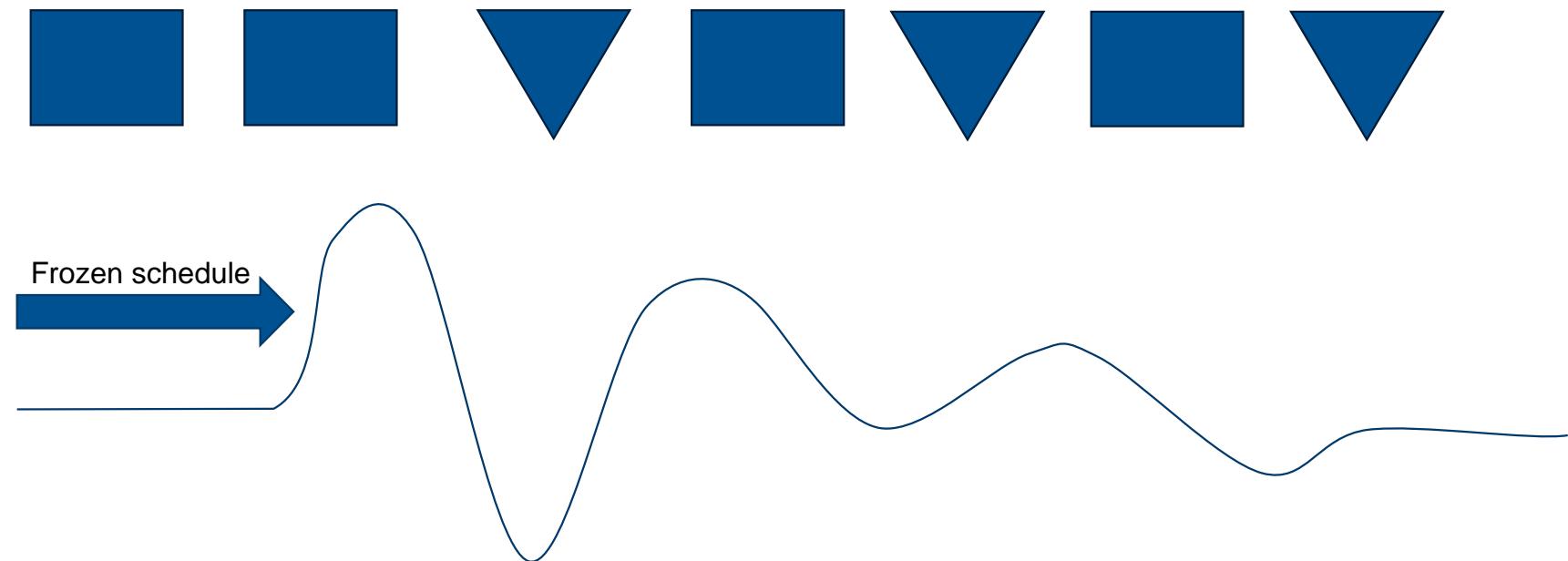
**Overall idea: create stability from shopfloor downstream**

**AkzoNobel**



**Overall idea: create stability from shopfloor downstream**

**AkzoNobel**

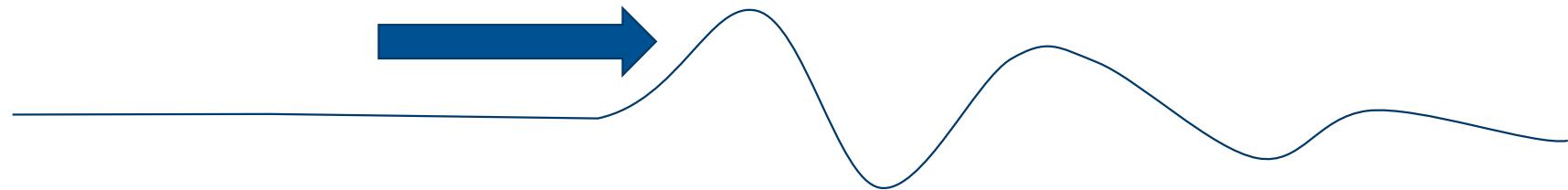


**Overall idea: create stability from shopfloor downstream**

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Frozen schedule + firm plan



**Overall idea: create stability from shopfloor downstream**

**AkzoNobel**



Frozen schedule + firm plan + demand control



## 5 Phases to drive towards ideal end state

1. Working together

**Phase 1.**

2. Daily workload management

**Phase 2.**

3. Extend to weekly frozen horizon and drive CI

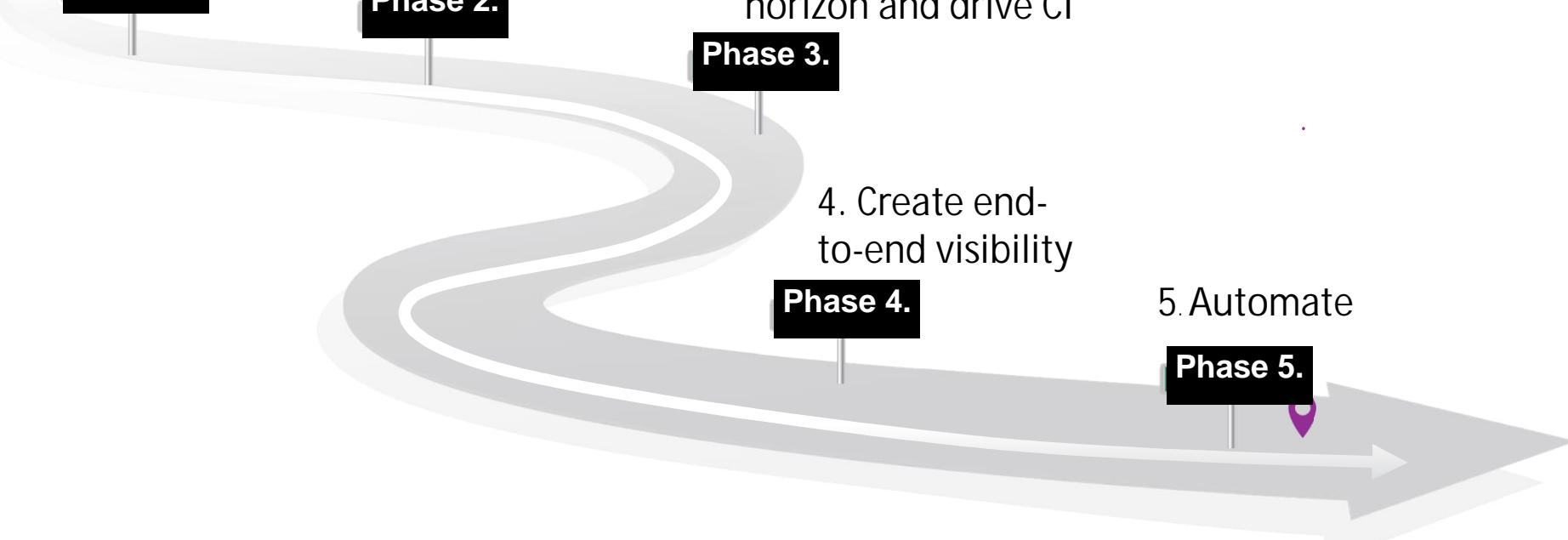
**Phase 3.**

4. Create end-to-end visibility

**Phase 4.**

5. Automate

**Phase 5.**



## Phase 1: Working together

Grounding: do we agree on where we need to be?

Critical during this phase:

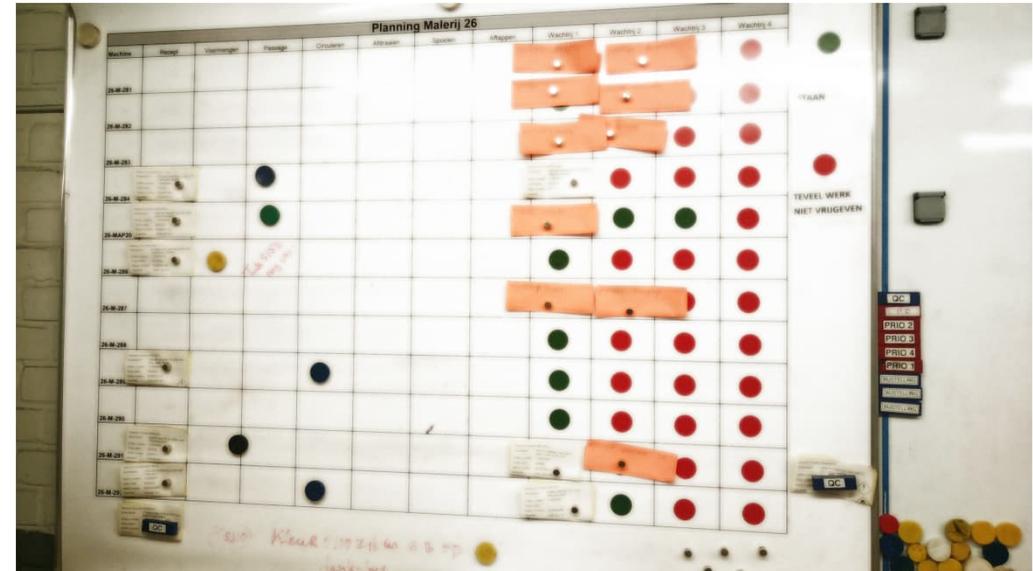
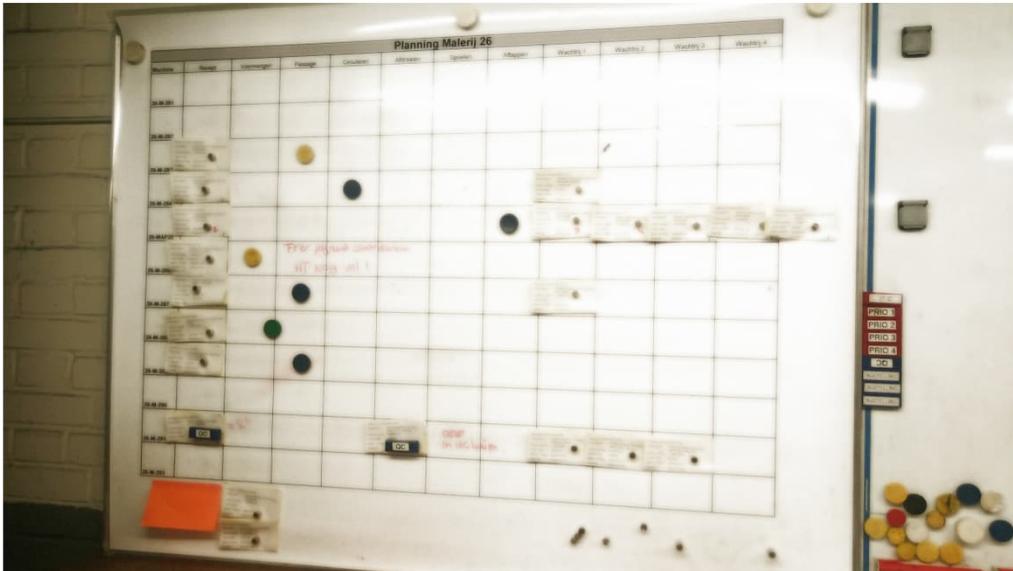
- How do we define success?
- How do we run our processes? Are they already in place or do we still have gaps?
- Which rituals do we pursue (governance structure)?
- Are our people trained to be successful?



# Phase 2: Workload management daily

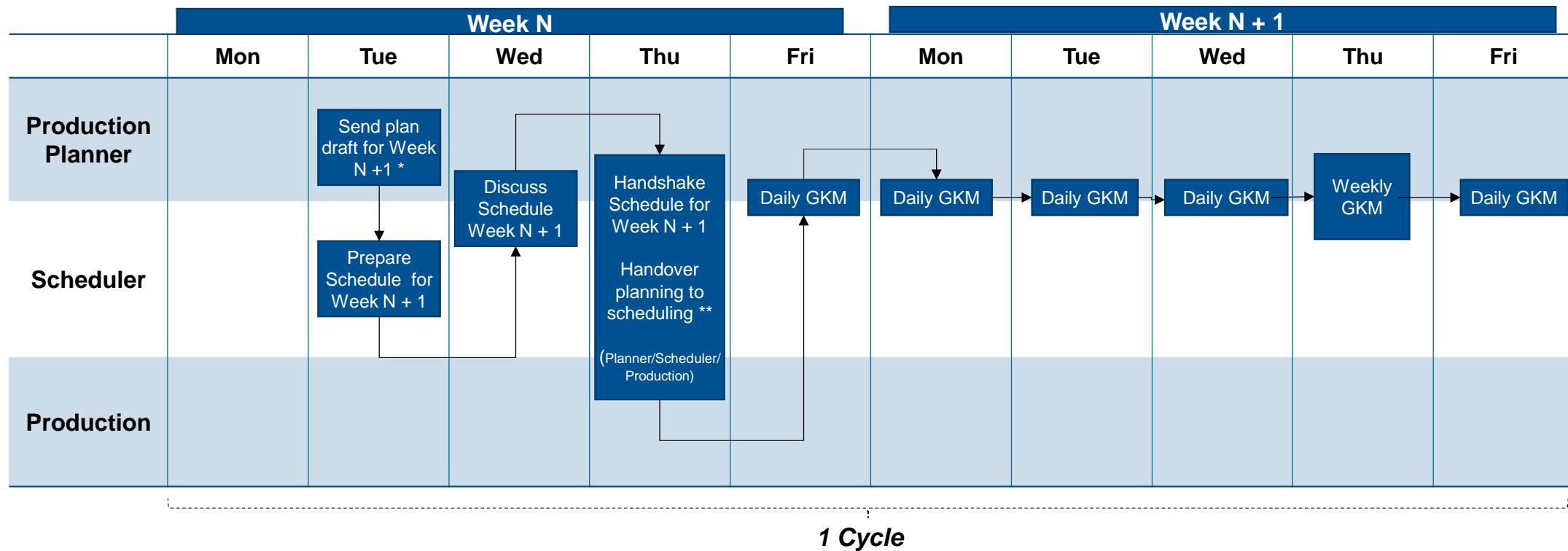
Managing work in process visually to have the correct amount of Work In Process

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# Phase 3: Fixed weekly frozen schedule

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### **3. Weekly Frozen Schedule in practice**



What does this bring?

- Formal agreement between Planning and Production
- Daily follow-up of execution versus agreed plan
- Data collection

## Closing the loop

Process maturity

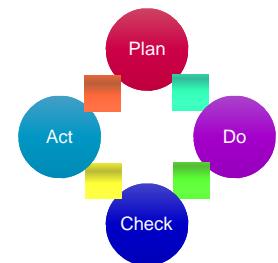


Key indicator

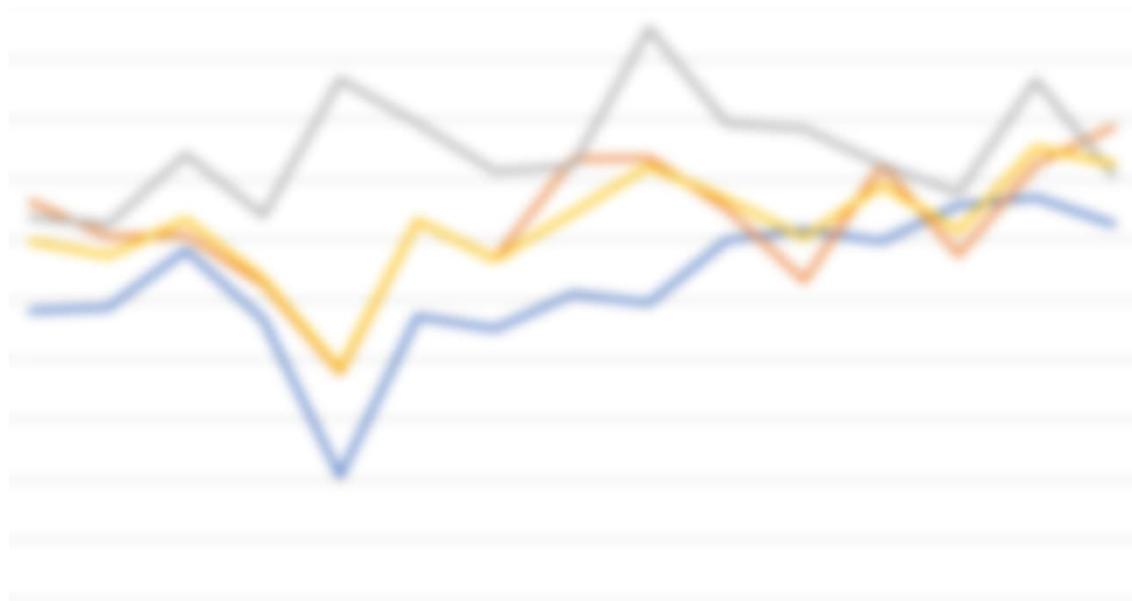


Monitoring progress always twofold:

1. Are we progressing as intended?
  - Trends
  - Pareto
2. Are we adhering to the standard process?
  - Do we understand why we didn't?

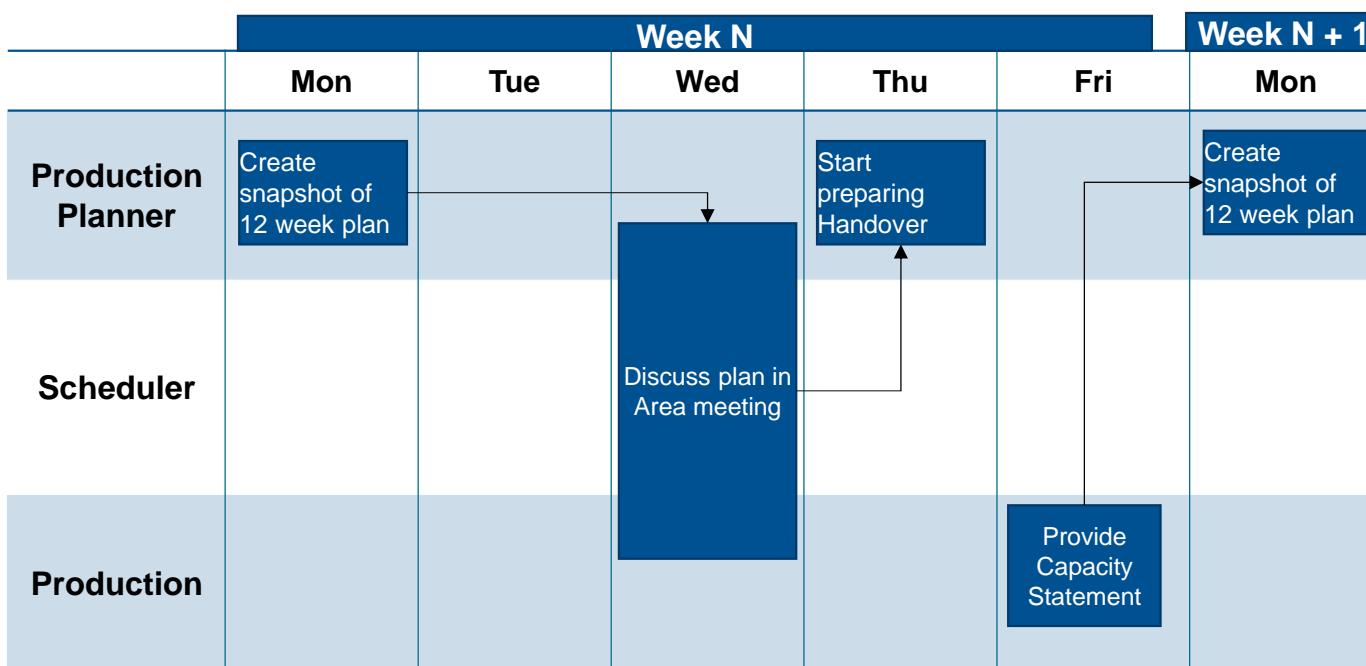


## **Results of frozen schedule**



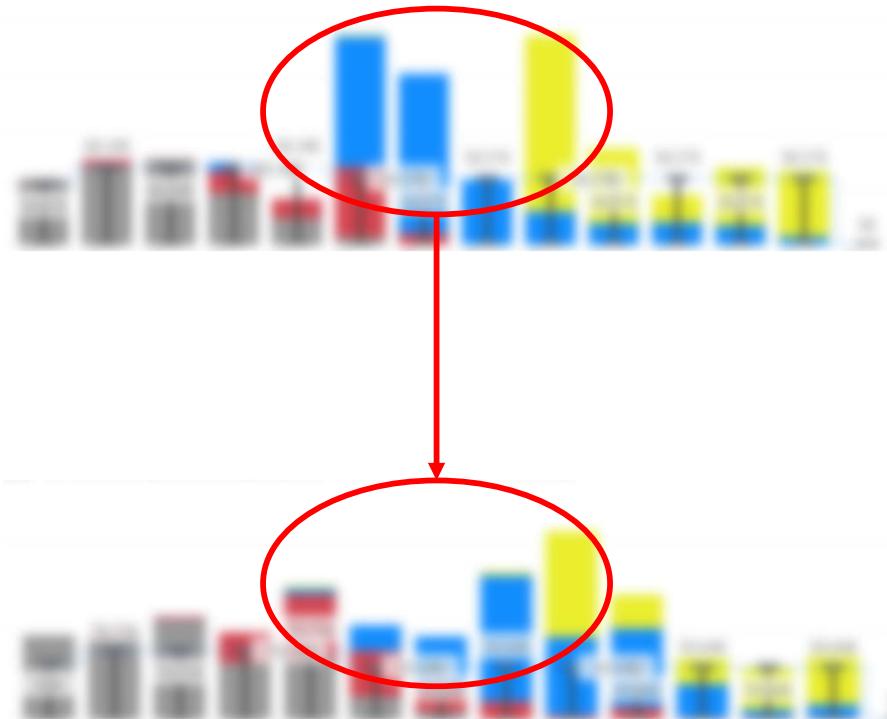
# Phase 4: Firm Plan Process

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## Phase 4: managing the firm horizon

How does this help?



- Not over promising to customers
- Reliable signal to manage inbound flows
- Enhanced coordination for “special requests”

## The results

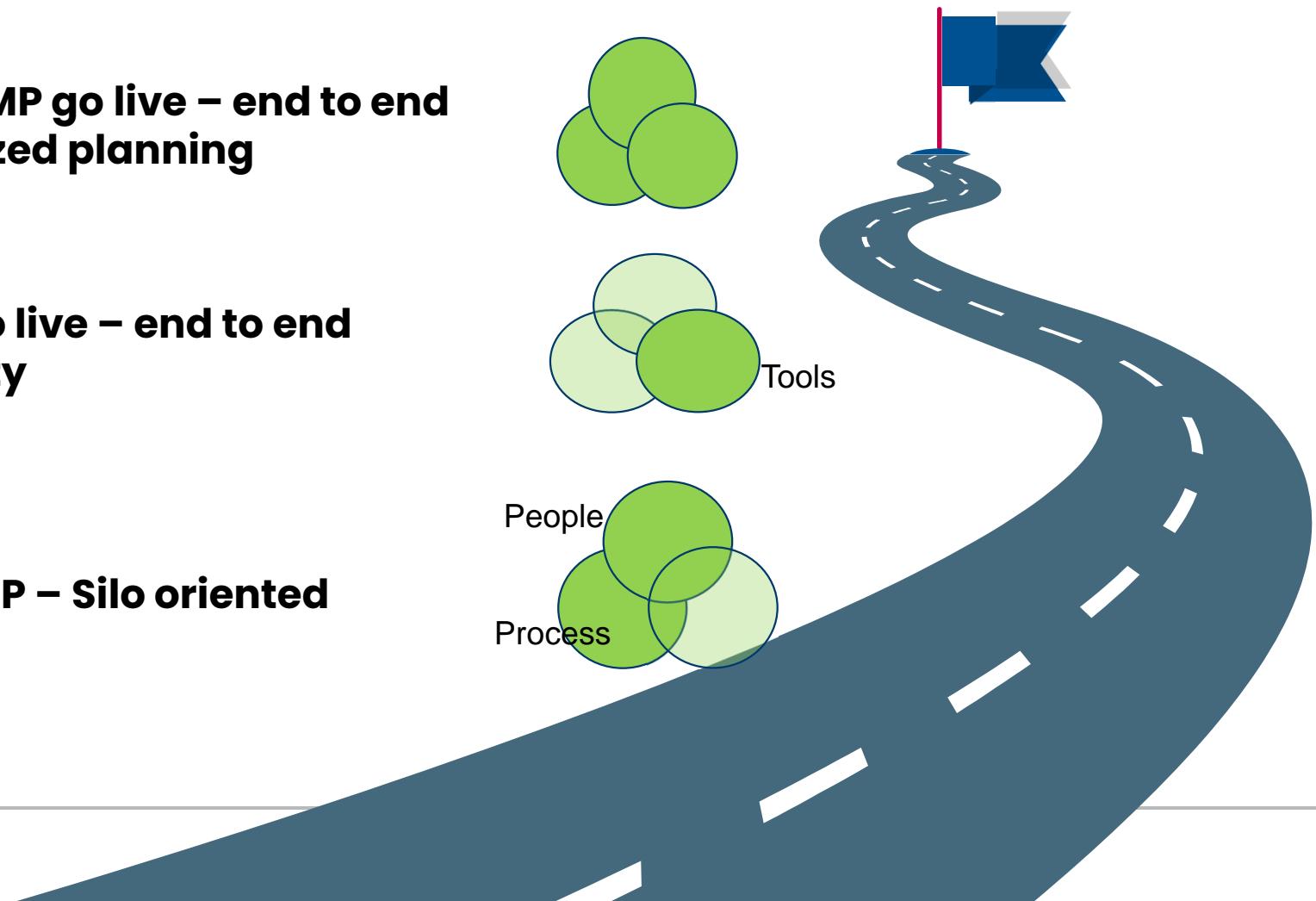


## Phase 5: Automation

**Q4 2025** **Post OMP go live – end to end optimized planning**

**Q2 2025** **OMP go live – end to end visibility**

**Q4 2024** **Pre-OMP – Silo oriented**



## Learnings and conclusions

To conclude some observations:

- Follow the data, opinions are just... opinions
  - Do we agree on the problem? If not, then don't start...
  - Be rigorous in the check phase
- In the journey to mature your entire planning process: first 'protect' your shopfloor
- Process discipline is key: these transitions are not sexy or easy, but hard work
- Saying "no" has consequences
- Sometimes it helps to get some outside insights

CO

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## Durf Kiezen!



## Bescherm de shopfloor!



We focussen  
'iedere dag' op  
de 'optimalisatie  
van de dag'



We  
optimaliseren  
'het systeem'



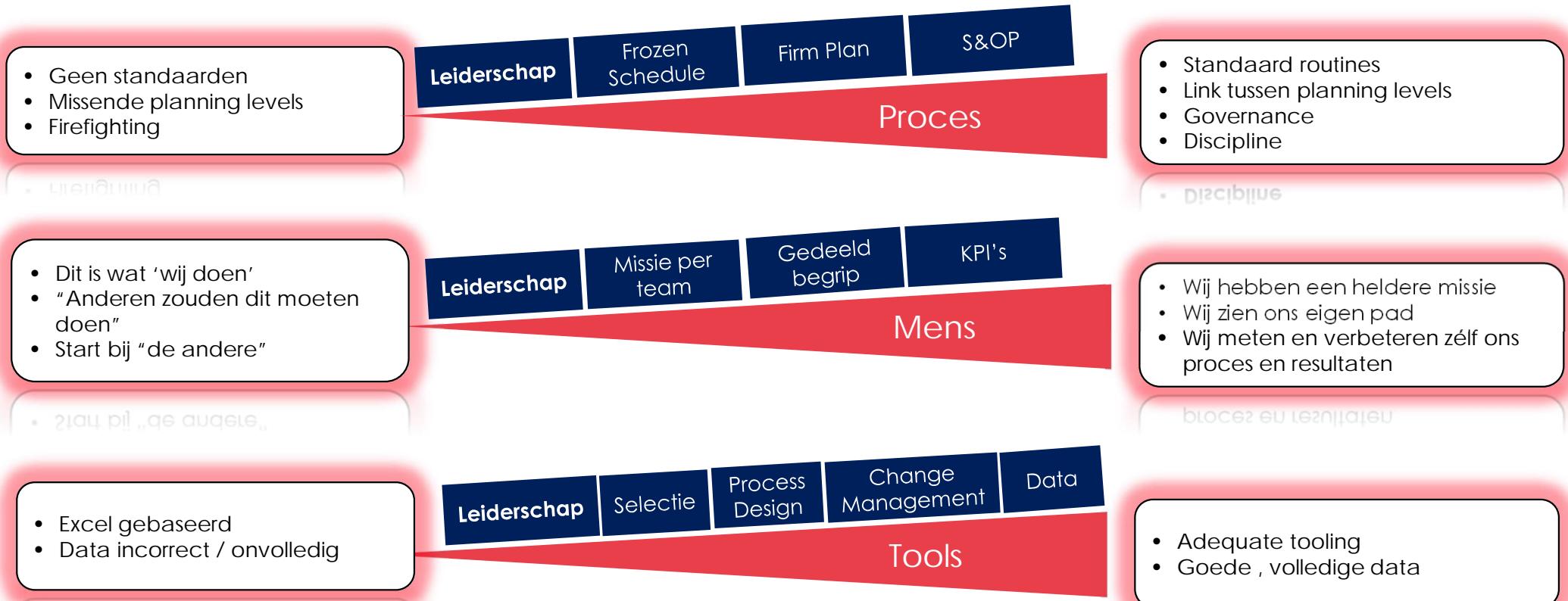
We releasen  
naar shopfloor  
en 'zullen wel  
zien'.



We releasen  
ALLEEN als we  
het 'zéker'  
kunnen maken.



# Veranderingen die soms nodig zijn



## Onze aanpak



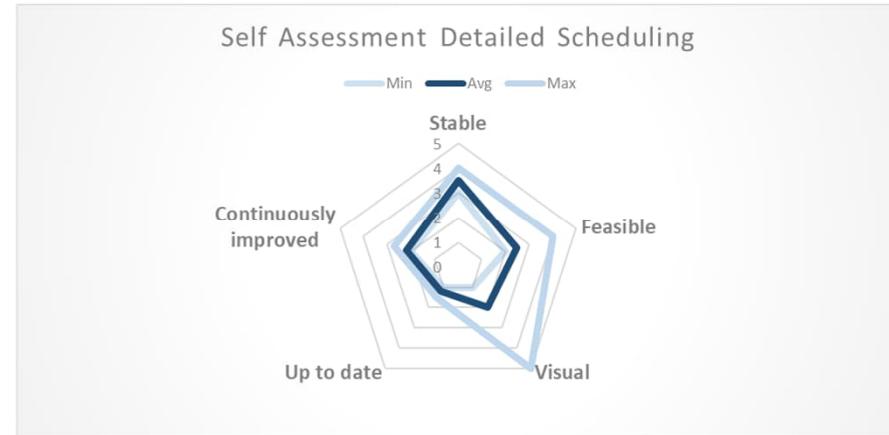
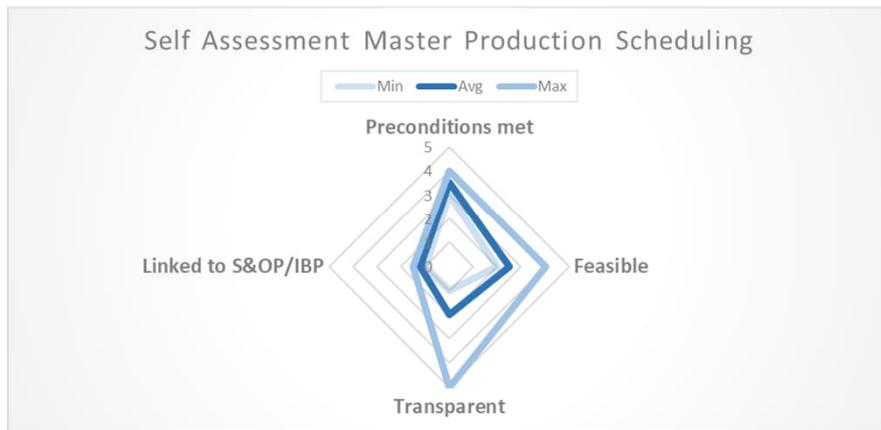
VOOR ALLES...

Bescherm de shopfloor!

DURF KIEZEN

OMARM IMPLICATIES

# Self Assessment



[allics.be/self-assessments](http://allics.be/self-assessments)



*No clear targets  
No transparency  
Who does what?*

## Planning & Scheduling



Transparency  
Capable teams  
Clear goals  
  
Good Planning



## Operations



Rest  
Reliability  
Efficiency

Great performance

*Missing raws  
Changing targets*

# Partners In Planning | Save the Date

- 20.11.2025 Mechelen – Should Energy Set the Pace? - Nyrstar Story
- 07.05.2026 Mechelen
- 24.09.2026 Online
- 26.11.2026 Mechelen



Networking



Keynotes



Roundtables