

# After Work Lean Lead

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1/10/2025

# ALLICO



## Content

Introduction AkzoNobel

Point of departure

The Journey

Results and reflections

Allics

# You'll find us everywhere

## AkzoNobel

### 2024 key figures:

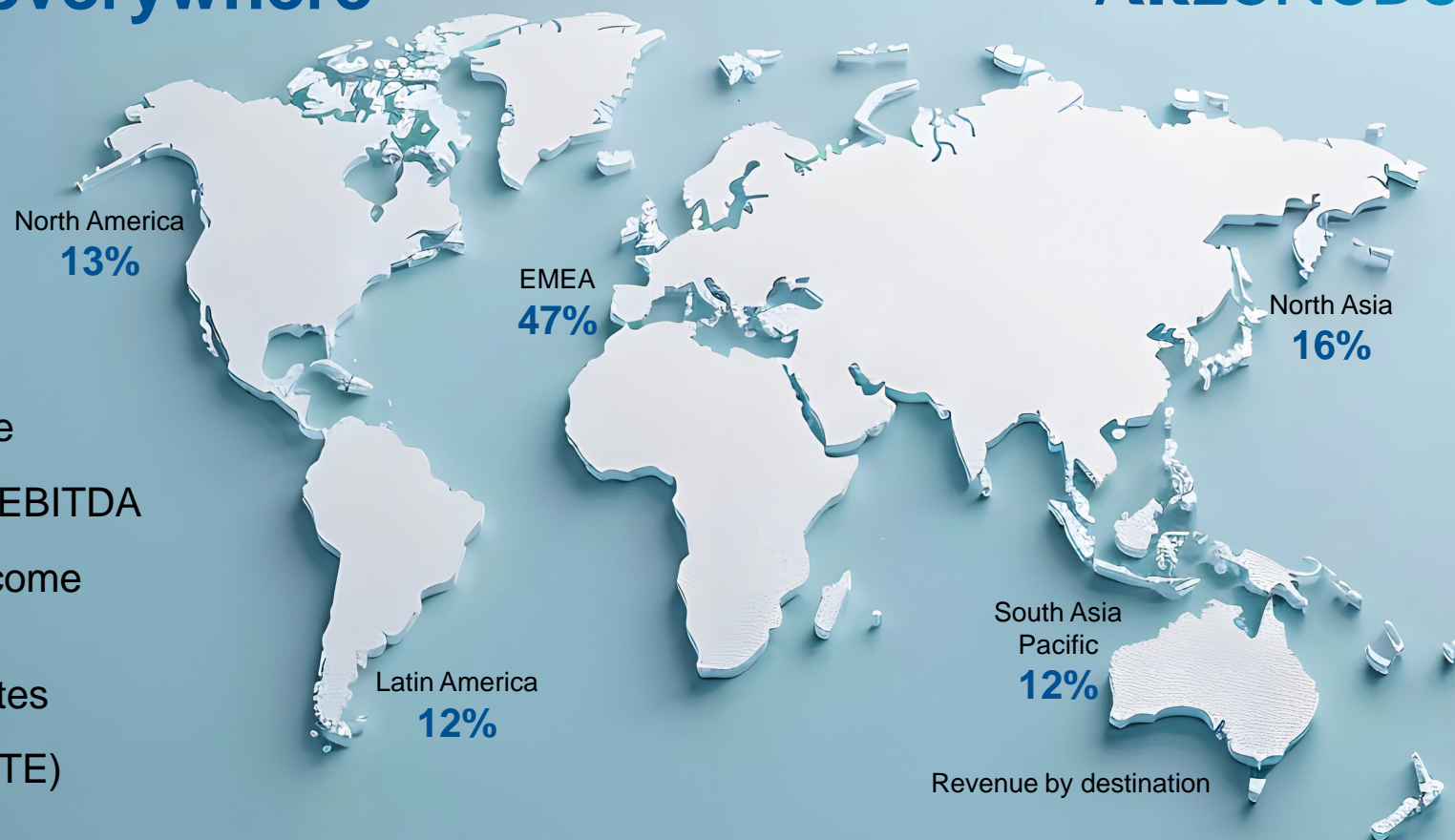
**€10,711** mln revenue

**€1,478** mln adjusted EBITDA

**€917** mln operating income

**~130** manufacturing sites

**34,600** employees (FTE)







# Starting Point

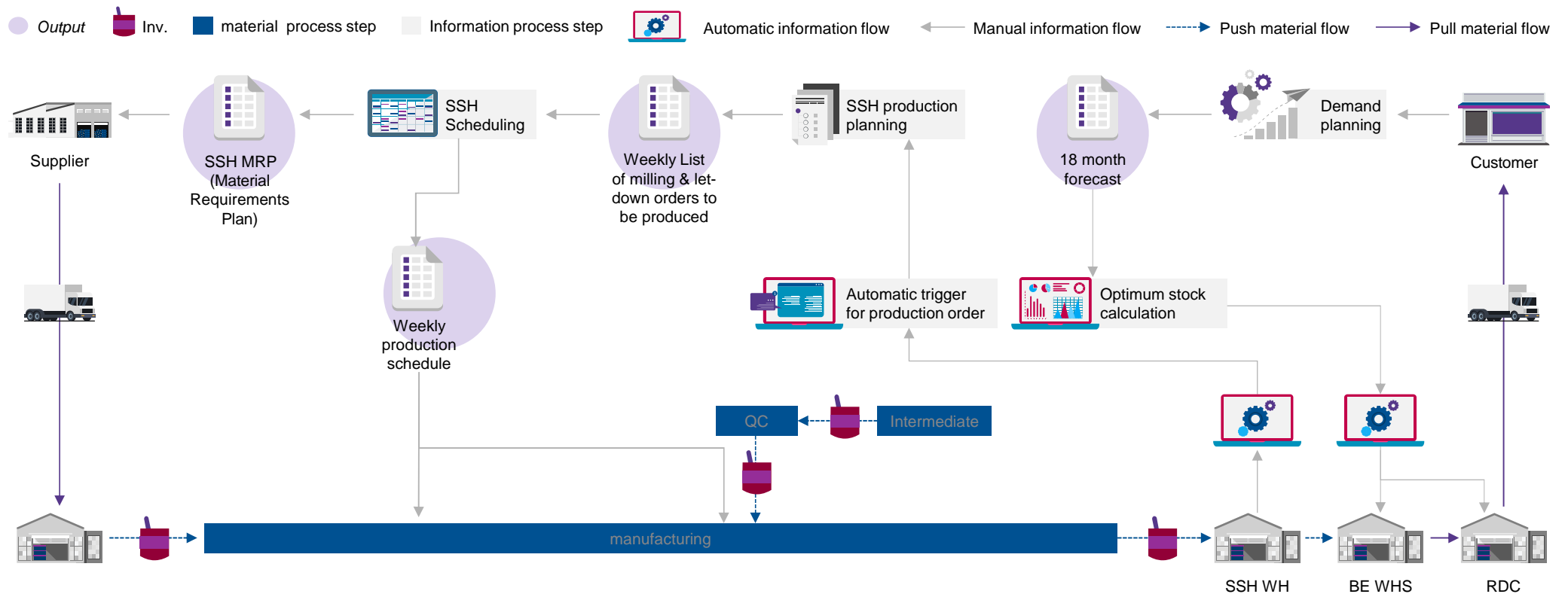
AkzoNobel



# Where to start

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

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

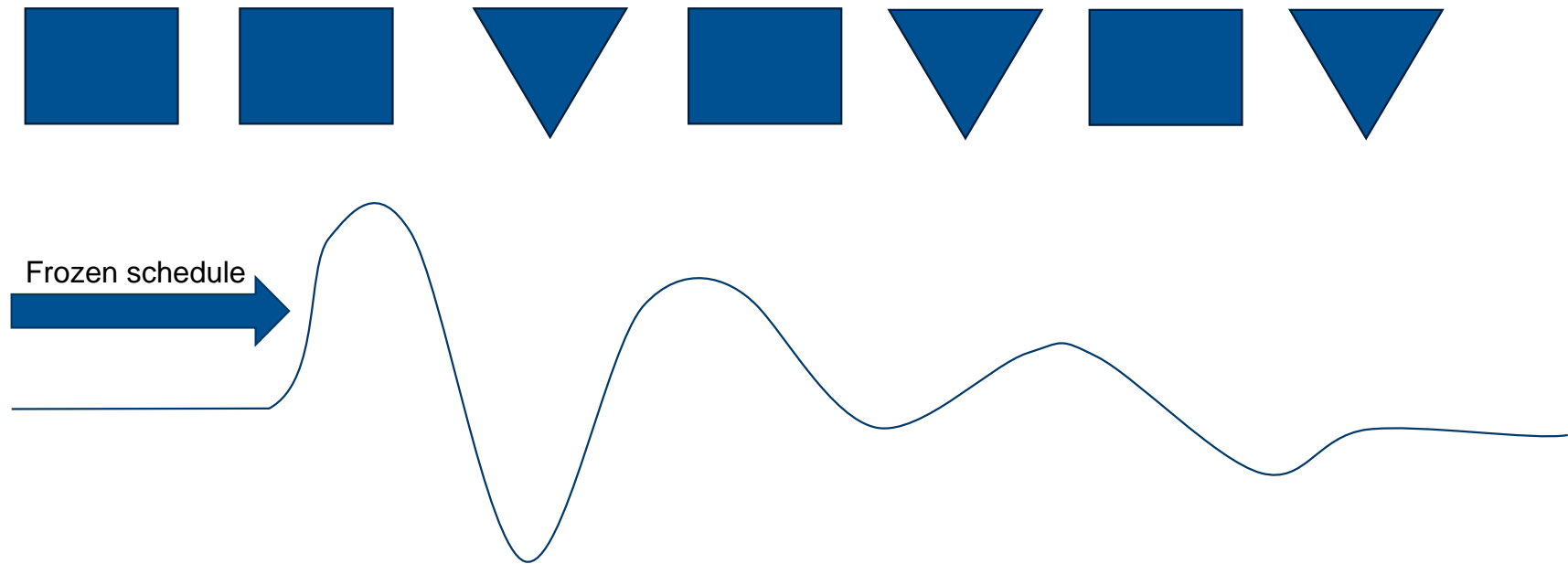
**AkzoNobel**





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

**AkzoNobel**



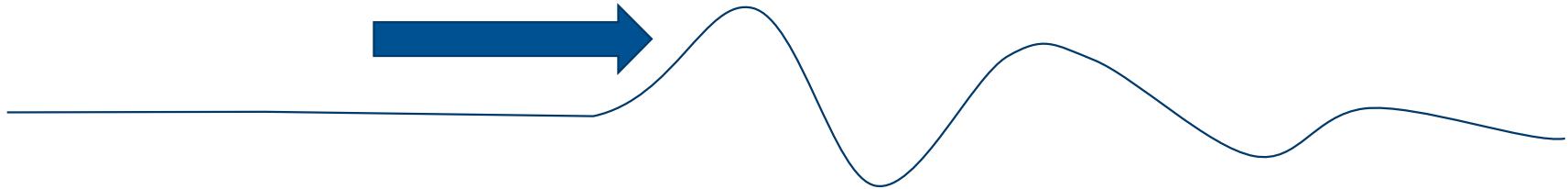


# Overall idea: create stability from shopfloor downstream

**AkzoNobel**

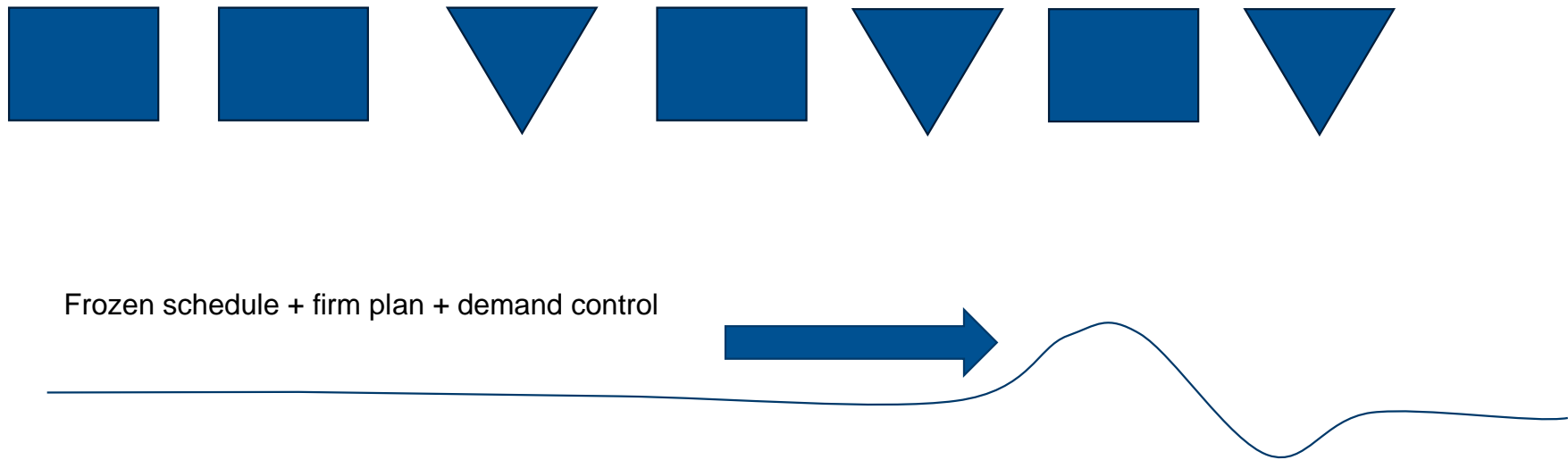


Frozen schedule + firm plan

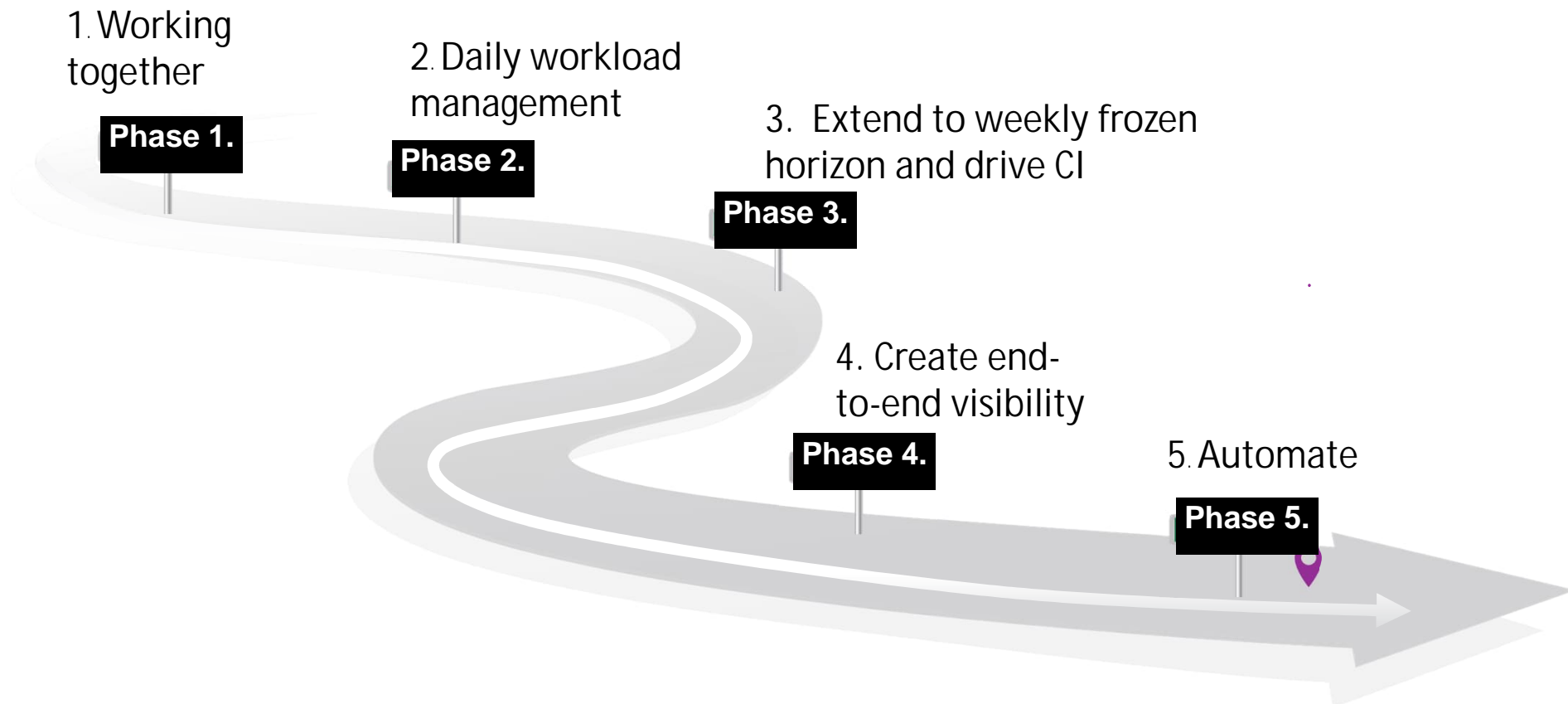


# Overall idea: create stability from shopfloor downstream

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## 5 Phases to drive towards ideal end state



# 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

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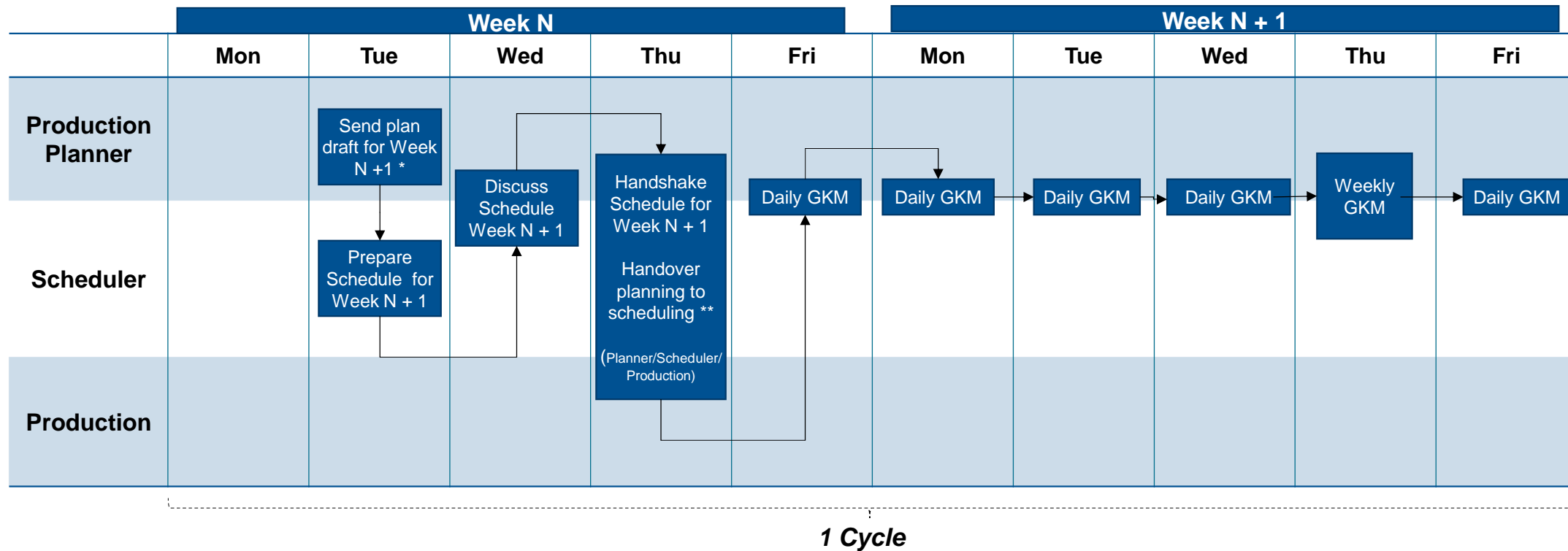
Managing work in process visually to have the correct amount of Work In Process





## Phase 3: Fixed weekly frozen schedule

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## 3. Weekly Frozen Schedule in practice



What does this bring?

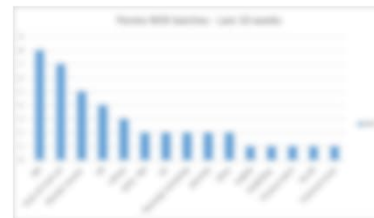
- Formal agreement between Planning and Production
- Daily follow-up of execution versus agreed plan
- Data collection

## Closing the loop

### Process maturity

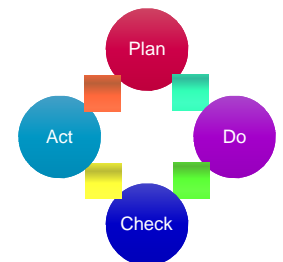


### Key indicator



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?

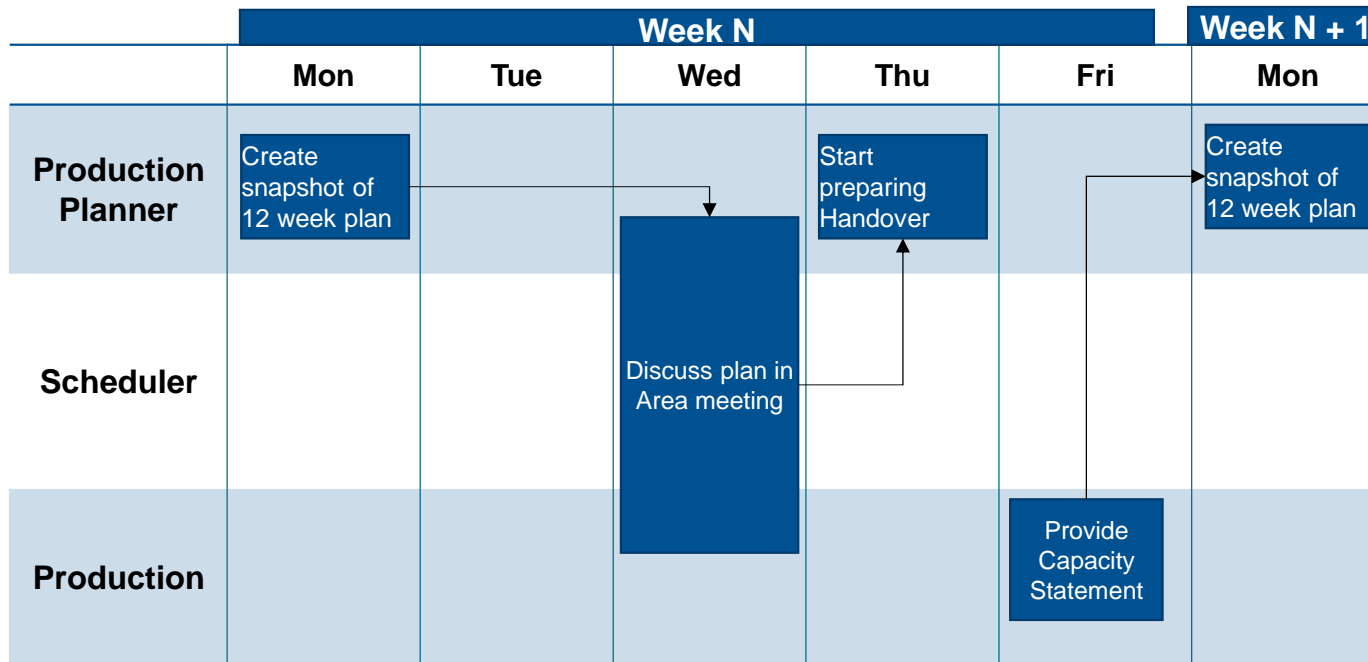


## Results of frozen schedule



# Phase 4: Firm Plan Process

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Key points:

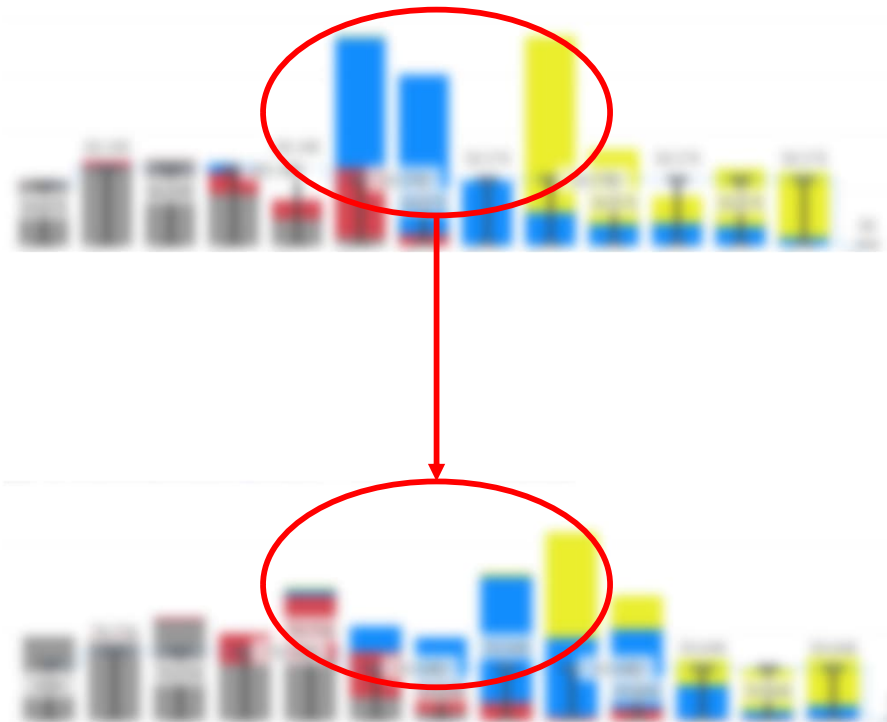
- Introduce planning time fence
- Agreed changes to the plan



## 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

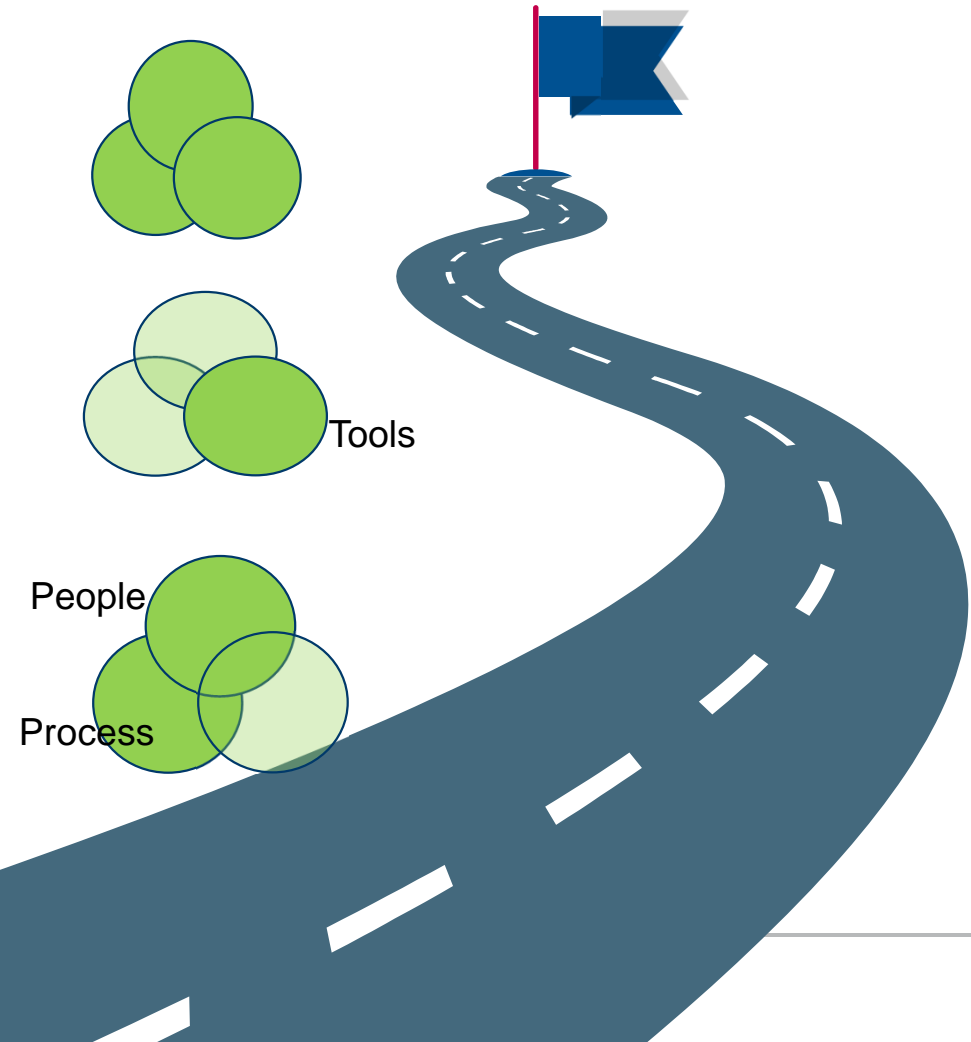


## Phase 5: Automation

**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



ALLICD



## 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'.

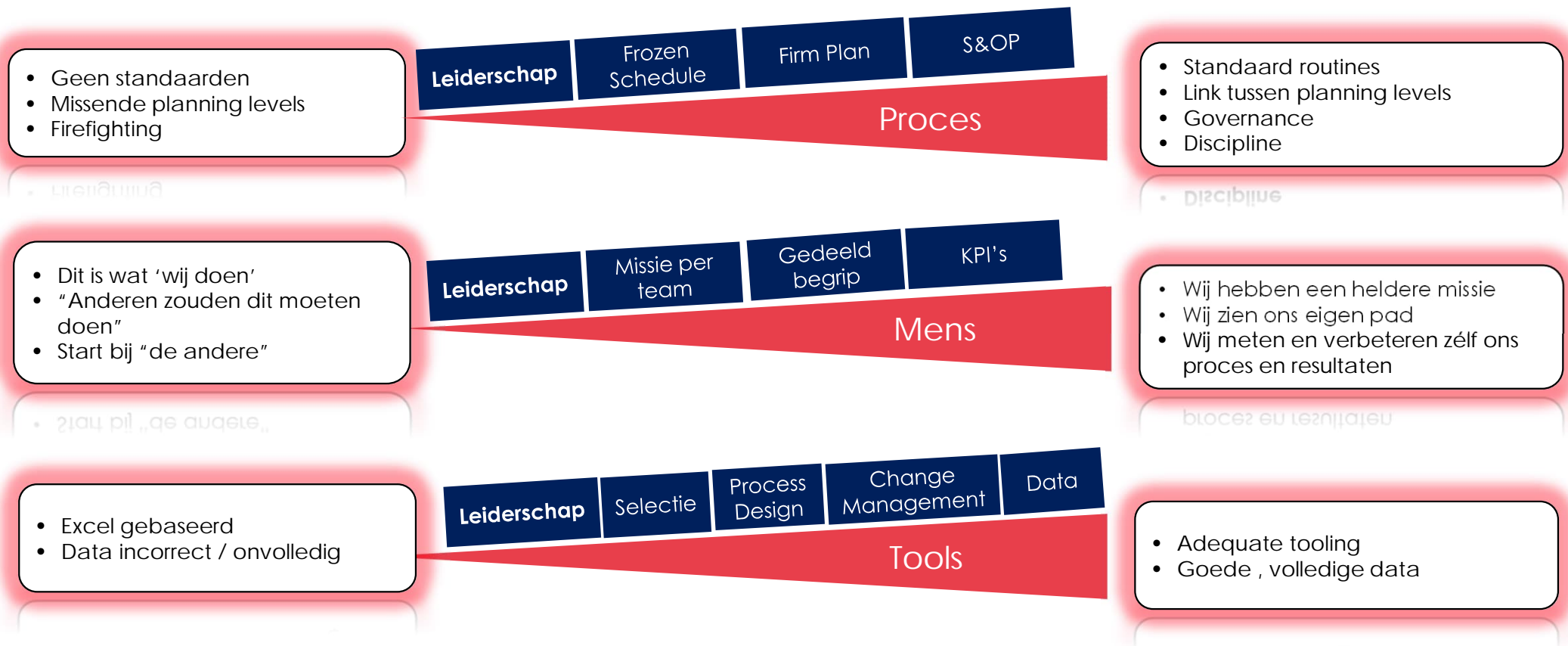


We releasen  
ALLEEN als we  
het 'zéker'  
kunnen maken.





# Veranderingen die soms nodig zijn





## Onze aanpak



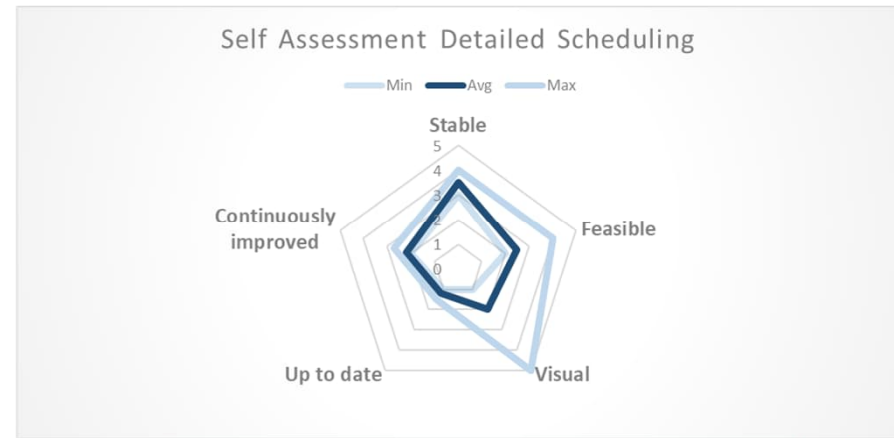
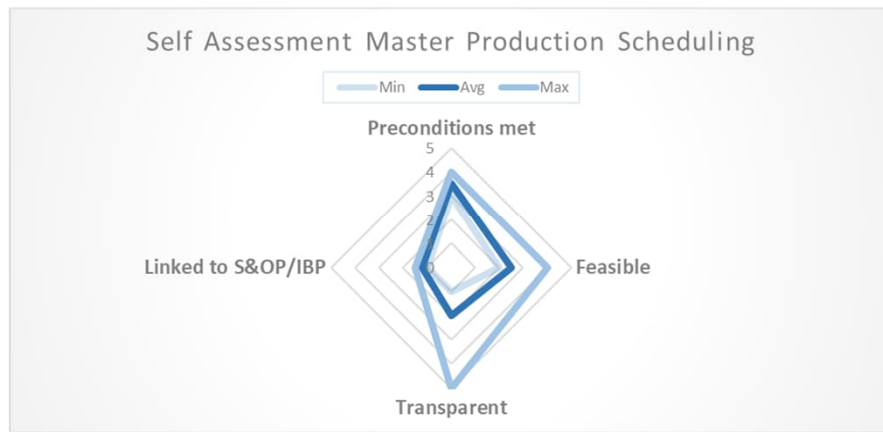
VOOR ALLES...

Bescherm de shopfloor!

DURF KIEZEN

OMARM IMPLICATIES

# Self Assessment



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





# Allics

No clear targets  
No transparency  
Who does what?

## Planning & Scheduling



Transparency  
Capable teams  
Clear goals

Good Planning



## Operations



Missing raws  
Changing targets

Rest  
Reliability  
Efficiency

Great performance

Allics Advisory

Allics Academy

Allics Experts





## 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