

Sabic NAK-4 has accelerated the change process on the basis of the World Class Scan results



Saudi Arabic Basic Industries Corporation (Sabic) is a Saudi Arabian conglomerate of companies that specialise in industrial raw materials. The Sabic establishment in Geleen was taken over from DSM in 2002. The NAK-4 company forms part of Sabic EuroPetroChemicals (EPC) bv and produces with its 165 employees raw materials for the production of plastics in its Naphtha cracker.

“We wanted to have the World Class Scan carried out as a reference measurement. However, it proved to provide much more than that!”

In our attempt to become a world class company we chose to introduce the World Class Manufacturing (WCM) programme. The first results were promising and we considered it sensible to determine the quality of our management systems and total organisation in addition to the results of our improvement efforts. This with two objectives: (1) to have a reference measurement and (2) to obtain a clear formulation of concrete recommendations for subsequent steps. By regularly repeating the Scan, we can and want to visualise our development into a World Class company in the longer term. In the first instance, we thought that the Scan would not result in so many new insights with respect to the direction of change in our organisation. Nothing proved further from the truth!

“Because of the World Class Scan, we have drastically changed our ideas about the direction of the change in our organisation!”

After we had discussed the subject of the Scan with Blom Consultancy, we determined the planning for the two interview days. All layers of the organisation were represented in the people to be interviewed.

The results of the interviews were fed back during a presentation, which was attended by the interviewees, our management team and the production and personnel director of Sabic EPC. During the presentation, a discussion started about a painful aspect in our organisation that arose during the scan: the functional structure. In addition to the clear presentation by the consultant from Blom Consultancy, a comment from one of the mechanics present spoke volumes. He explained that it is not normal in our organisation for production and maintenance staff to consider together improvements if a defect occurs: “They ask us to cure the problem, and that’s as far as it goes!”.

Of course, we knew about this problem, but it is clear that there is now much more awareness of its total impact throughout the entire organisation. Based on this improved insight, we have amended our master plan for the introduction of WCM and we will now start to make our organisation process oriented much earlier than was originally envisaged.

Results of the World Class Scan

If we make a list of the results of the World Class Scan, we arrive at the following:

- There is more awareness of what World Class Manufacturing entails in the organisation.
- It is clear what operates well in our company and what can be improved.
- The image of what can be improved is an integral image and is shared by everyone.
- The plan for the further implementation of WCM is of higher quality and enjoys more support from the entire organisation.
- The long-term development of the organisation on its way to becoming World Class will be mapped out.

In short: several important preconditions for changes in our company have been substantiated after the execution of the World Class Scan.

Summary of findings

WCM building blocks	WCM systems	Score on Method	Score on Deployment	Score on Result
Strategy-development	Strategy	😊	😐	😊
Process-management	Quality	🍷	😊	➔
	Maintenance	🍷	➔	➔
Performance measurement and improvement	Information	🍷	🍷	😐
	Improvement	😐	😐	😐
Organisation development	Personnel	😊	😊	🍷
	Organisation	😐	😊	🍷
	Standardisation	😐	➔	😐

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Figure: Example of the feedback of World Class Scan results.

Peter Hendrixx (Change Manager Nak4 Sabic Geleen):

"A WCM scan is a totally different experience than the classical audits, but in my eyes more efficient. It's amazing how 'outsiders' can obtain a total impression of the organisation in just two days and then confront us with it in a positive and encouraging manner during the feedback sessions".