

# The Essential CIO

Insights from the  
Global Chief Information  
Officer Study

## AkzoNobel

Balancing IT efficiency with commercial agility

---

over  
**30%**

reduction in the number  
of ERP systems

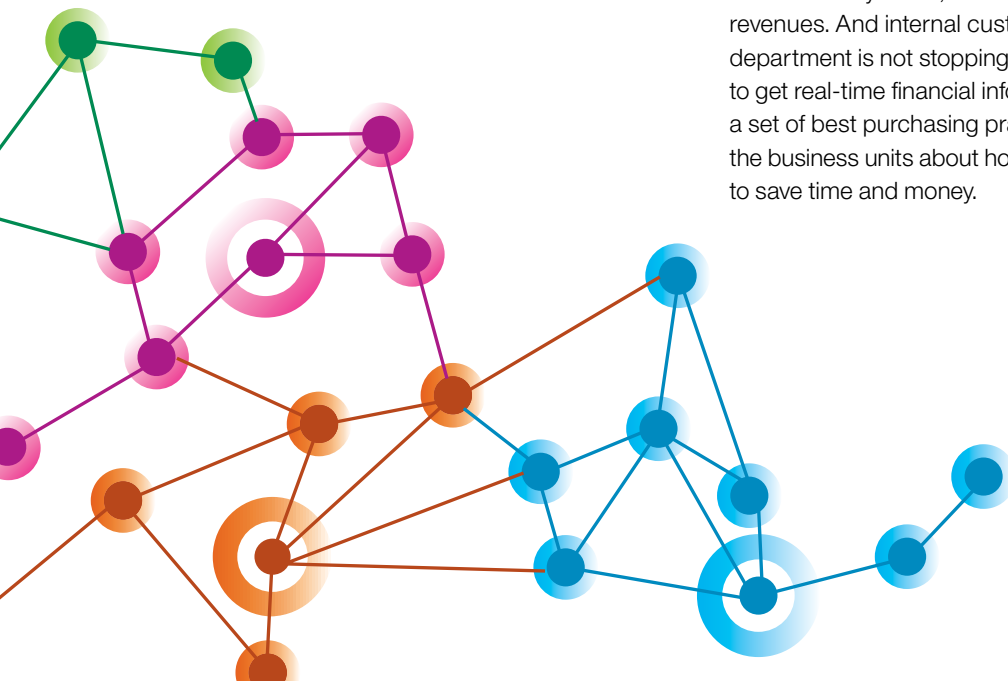
---

AkzoNobel is the world's largest paints and coatings company, and a major producer of specialty chemicals, with a presence in over 80 countries.<sup>1</sup> But it's got even bigger plans. It wants to boost its revenues from €14.6 billion to €20 billion (US\$20.4 billion to US\$28 billion) in the next few years.<sup>2</sup> The IT team has a key part to play in fulfilling that goal.

When Pieter Schoehuijs took over as CIO in 2009, he was tasked with strengthening the management and governance of IT, and aligning AkzoNobel's IT with its business drivers. The question was how to optimize the use of IT resources without compromising the flexibility of the business units. The paints, specialty chemicals and coatings business areas operate autonomously, which makes them very agile but precludes a completely shared infrastructure.

The IT department has focused on consolidating where possible to do so without restricting the business units. It created a shared telecommunications environment, data centers and business applications, supported by an electronic data interchange hub, intranet platform and corporate procurement system. It is also establishing shared standards and support desks, and integrating the back-office functions within the business units.

The number of ERP systems AkzoNobel uses has already been cut by over 30 percent. The paint businesses have shared management information systems, making it much easier to compare costs and revenues. And internal customer satisfaction has soared. But the IT department is not stopping there. It is, for example, implementing a tool to get real-time financial information via mobile devices, developing a set of best purchasing practices and actively making suggestions to the business units about how to use standard solutions and processes to save time and money.





---

© Copyright IBM Corporation 2011

IBM Global Services  
Route 100  
Somers, NY 10589  
U.S.A.

Produced in the United States of America  
May 2011  
All Rights Reserved

IBM, the IBM logo and ibm.com are trademarks or registered trademarks of International Business Machines Corporation in the United States, other countries, or both. If these and other IBM trademarked terms are marked on their first occurrence in this information with a trademark symbol (® or ™), these symbols indicate U.S. registered or common law trademarks owned by IBM at the time this information was published. Such trademarks may also be registered or common law trademarks in other countries. A current list of IBM trademarks is available on the Web at “Copyright and trademark information” at: [ibm.com/legal/copytrade.shtml](http://ibm.com/legal/copytrade.shtml).

Other product, company or service names may be trademarks or service marks of others.

References in this publication to IBM products or services do not imply that IBM intends to make them available in all countries in which IBM operates

#### Notes and Sources

1 “About AkzoNobel,” <http://www.akzonobel.com/aboutus/>

6 “SRI Investor Update.” AkzoNobel Roadshow. Paris, December 16, 2010. [http://www.akzonobel.com/system/images/AkzoNobel\\_Paris\\_SRI\\_roadshow\\_tcm9-55664.pdf](http://www.akzonobel.com/system/images/AkzoNobel_Paris_SRI_roadshow_tcm9-55664.pdf)



Please Recycle