

Transitioning From Sales & Operations Planning to Integrated Business Planning

*Why Companies Are Evolving to Integrated Business Planning –
And What They Are Gaining By Doing So*



George Palmatier and Colleen “Coco” Crum – Oliver Wight Americas

Inspiring
Business
Excellence

Transitioning From Sales and Operations Planning to Integrated Business Planning

THE QUESTION

Companies have been achieving improved business performance for close to three decades by implementing and operating with an integrated business management process known as Sales and Operations Planning (S&OP). A significant number of companies have led the way evolving the S&OP process from fundamental demand and supply balancing to an internal strategic deployment and management process. The vast majority of companies, however, have not progressed beyond this basic demand, supply, and inventory management process.

The lack of progression is unfortunate from a business performance point of view. The vast majority of companies

that have not evolved their process are missing out on the real benefits of a dynamic strategic management process. Missing out on those benefits takes on greater significance given the volatility of the business environment. This volatility and uncertainty is expected to continue, which means increased risk for business owners, leaders, and managers to navigate.

Operating in this environment surfaces the question:

How do we *effectively* manage in this ever-changing landscape of economic surprises, increased competitive pressures, and the unrelenting customer and shareholder expectations?



THE EVOLUTION OF SALES AND OPERATIONS PLANNING INTO INTEGRATED BUSINESS PLANNING

It is helpful to understand a little bit of history. Sales and Operations Planning has evolved over the past 30 years from fundamental production planning in the 1970s to demand, supply, and inventory management in the '80s and '90s. These advancements led S&OP to evolve into an integrated business management process connecting to strategy in the late '90s. (See Figure 1.)

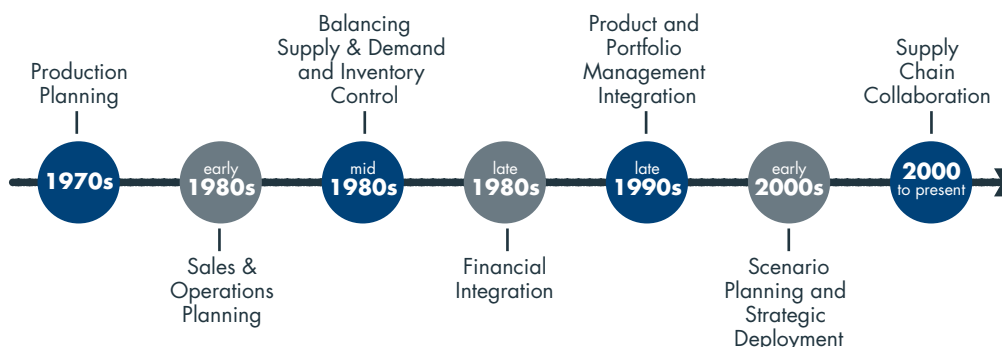
Companies that continued to evolve this integrated approach to business management have been rewarded with improved business performance which, when benchmarked, shows they are at the top of their industry segment. Significant benefits were rewarded to those companies that implemented this integrated approach to business management. (See Figure 10 on page 16.)

Earlier company implementations of Sales and Operations Planning were primarily focused internally. As companies evolved their S&OP processes, the focus of attention shifted to a better understanding and influencing of demand.¹ This was a major step forward and critical to successful implementations since the most effective S&OP processes are strategy and demand driven.

Within the last decade, an additional effort to more effectively collaborate with customers has helped to further improve visibility of demand. It has also helped to more effectively manage demand through collaboration.² These collaborative efforts are often referred to as Supply Chain Management or Integrated Supply Chain Management. An industry-standard process known as Collaborative Planning, Forecasting and Replenishment (CPFR®) has also been developing to assist trading partners in these collaborative efforts.

As companies evolved their S&OP processes, the focus of attention shifted to a better understanding and influencing of demand.

Figure 1. The Evolution of Integrated Business Planning



Development of improved demand plans is dependent upon a better understanding of markets, customers, technology, and the outside influences on the business.

One effect of this greater attention on demand has been the shift of the primary focus of S&OP processes toward managing business strategy. Better forecasts of product and service sales require a better understanding of demand and demand plans. Development of improved demand plans is dependent upon a better understanding of markets, customers, technology, and the outside influences on the business.

In short, the focus of attention on S&OP has been shifting toward a better understanding of the external environment as well as ensuring alignment and synchronization among the internal functions of the company, which was originally S&OP's primary objective. *The shift toward strategic management is a key driver in the transition to Integrated Business Planning (IBP).*

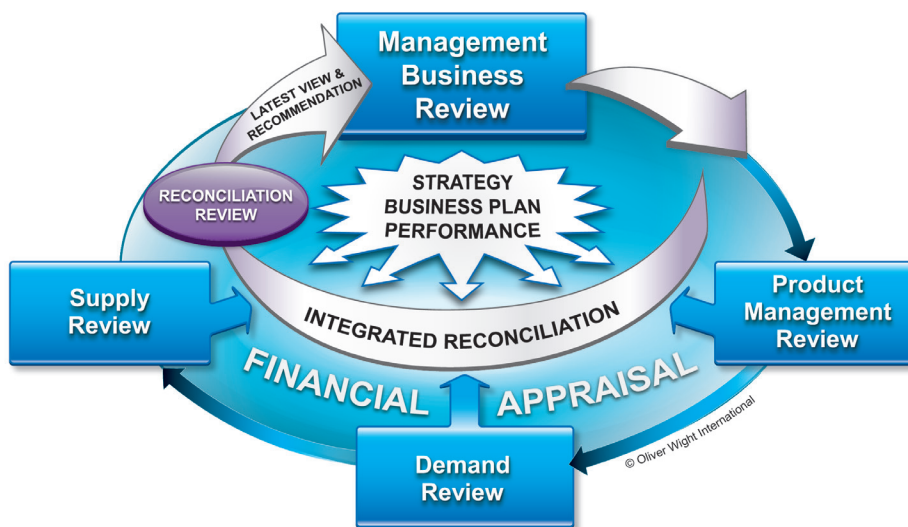
As Sales and Operations Planning has become more driven by strategy, understanding and using the business drivers in planning is becoming more clearly understood. In addition to the traditional attention to supply chain management, the use of Business Intelligence (BI) has begun to enable a company's S&OP process to be more about the "Essence of the Business."



This evolving Integrated Business Planning (Advanced S&OP) process should have key performance indicators and metrics. Effectively used KPIs and metrics help to understand performance to date and projected performance into the future. The use of information dashboards is important to easily monitor the KPIs and business drivers.

The best practice multi-step model for Integrated Business Planning (Advanced S&OP) (see Figure 2) has changed relatively little over recent years, but its focus of attention has continued to evolve toward business strategy. So, while the “boxes” in the figure remain the same, what happens inside each review has evolved to a greater understanding of the business environment and linkage to strategy. This, in turn, has made it paramount that the leaders of the business both lead and are actively involved in the process. (See Figure 2 Sidebar, “Definition of Integrated Business Planning (Advanced S&OP).”)

Figure 2. Integrated Business Planning (Advanced S&OP) Process Model



Definition of Integrated Business Planning (Advanced S&OP): Transitioning to Integrated Business Planning with a more strategic management focus.

- A process led by senior management that evaluates and revises time-phased projections for demand, supply, product and portfolio changes, strategic projects, and the resulting financial plans. This is done on a monthly basis, typically over a 24-month rolling planning horizon.
- It is a decision-making process that realigns the tactical plans for all business functions in all geographies to support the company's business goals and targets.
- A primary objective of Integrated Business Planning (Advanced S&OP) is to reach consensus on a single operating plan, to which executives of the management team hold themselves accountable and allocates the critical resources of people, equipment, inventory, materials, time, and money to most effectively satisfy customers in a profitable way.

TRANSITIONING TO STRATEGIC MANAGEMENT REQUIRES EXTENDING THE PLANNING HORIZON

In order to transition to strategic management, the focus of attention must move further out in time. One of the pitfalls that companies experience is a continual focus of attention on the near term ... this month, this quarter, and this year (as the year end approaches.) One key but simple and straightforward approach is to extend the planning horizon. The management and leadership team should be able to speak not only to the near term but also to the full planning horizon. It is strongly encouraged that companies utilize a minimum of a 24-month

The basic question that must be asked when evaluating gaps is: “What, if anything, can be done to close these gaps?”

rolling planning horizon. Anything less does not naturally encourage strategic thinking.³ Use of an extended planning horizon enables better decision making involving what is commonly called “gap management.” (See Figure 3.) Here’s how gap management works:

The current plan is reviewed. This current plan should reflect reality as we know it, based upon facts and assumptions. The current plan is compared to previous targets or goals. This comparison enables identification of projected gaps in performance.

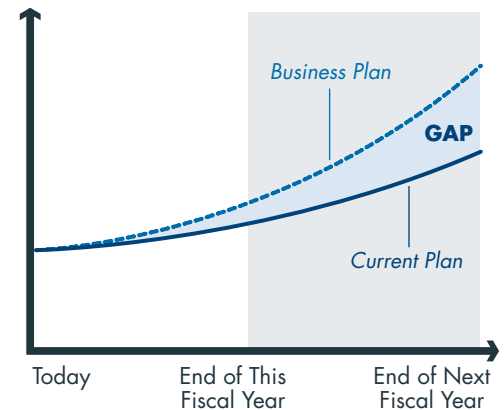
The basic question that must be asked when evaluating gaps is: “What, if anything, can be done to close these gaps?” If nothing can be done, then expectations need to be managed. This question should also be asked and answered: “What changes in strategy would enable us to achieve our goals?”

PEOPLE, PROCESSES, AND TOOLS ARE ENABLERS

One of the steadfast findings in implementing Integrated Business Planning (Advanced S&OP) is that effective, integrated planning processes require three primary elements to be working in concert: people, processes, and tools (See Figure 4).

Figure 3. Decision Making and Gap Management

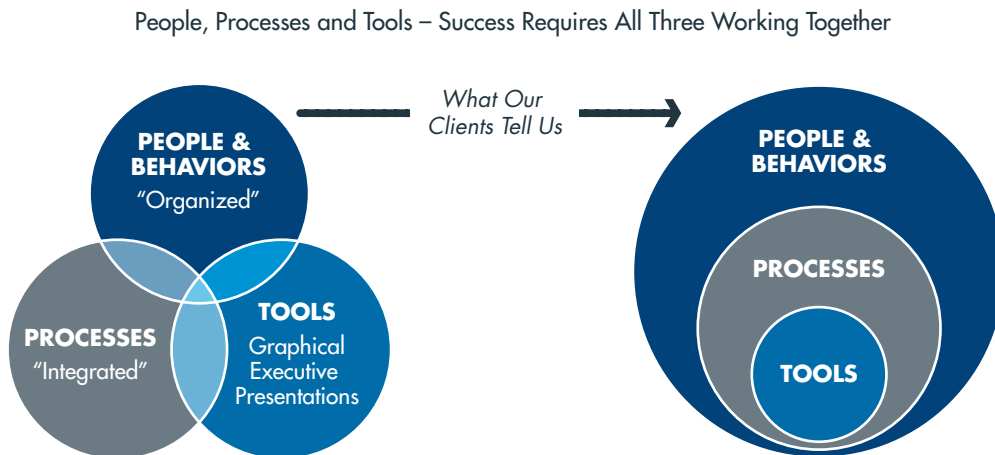
Key Behavior: The Process Is Used to Enable Decisions and Conclusions



Practitioners of Integrated Business Planning (Advanced S&OP) continue to find that the business performance improvements come from how the Integrated Business Planning (Advanced S&OP) process is used, including how the leadership and management teams use the process to run the business. Those company leadership and management teams that use the process as *the primary process to manage the business* get the most significant and wide-ranging results.

Essentially, there is one primary management process that aligns and synchronizes all the plans for the

Figure 4. The Importance of People and Behaviors Should Not Be Underestimated



business every month; that is the Integrated Business Planning (Advanced S&OP) process. Using Integrated Business Planning (Advanced S&OP) as the sole management process provides a regular and routine forum for issues to be raised and addressed, including problems or opportunities.

One side benefit of Integrated Business Planning (Advanced S&OP) is that, done well, it frees up company leadership's time. The number of meetings are reduced; both regularly scheduled meetings and the all-too-frequent crisis meetings. They prove to be unnecessary.

The fundamental, multi-step Integrated Business Planning (Advanced S&OP) process was described previously in Figure 2. This process structure provides the framework for a disciplined regular and routine process sometimes referred to as the "rhythm of the business." Review sessions are typically scheduled in the company calendar a year ahead so that the participants know when and where they are to be expected to participate in this Integrated Business Planning process.

A key element of success in Integrated Business Planning (Advanced S&OP) is the **people enabler**. Developing the people enabler really means developing the behaviors to operate the process effectively. Some of the key behaviors include:



What is important for the leadership team to realize is that Integrated Business Planning (Advanced S&OP) is not a process for gamesmanship.

- Establishing a disciplined, regular, and routine process governed by a process calendar, sometimes called the “rhythm of the business”
- Demonstrating leadership participation and ownership of the process and the steps of the process
- Operating the process with open and honest communications.

What is important for the leadership team to realize is that Integrated Business Planning (Advanced S&OP) is not a process for gamesmanship. Sandbagging or overly-optimistic projections are inappropriate and harmful to business performance. Integrated Business Planning (Advanced S&OP) is about communicating and discussing reality as we know it.

Management is expected to either execute the consensus plan or communicate that the plan cannot be met. The principle of “*Bad news early is better than bad news late and good news early is better than good news late*” applies. Attention to the full planning horizon is expected.



CLASS A BEHAVIORS

Class A defines a set of criteria used to measure the quality level of an Integrated Business Planning (Advanced S&OP) implementation. This criteria is contained in the *Oliver Wight Class A Checklist for Business Excellence, Sixth Edition*.

Following are the expectations of the people who lead, operate, and contribute to the Integrated Business Planning (Advanced S&OP) process:

- ✓ Do What You Say You Are Going to Do!
- ✓ Do Not Promise More Than you Can Deliver.
- ✓ Deliver What you Promise... or Communicate...
- ✓ Practice Open and Honest Communications.
- ✓ Do Not “Shoot the Messenger.”
- ✓ Establish Continuous Rolling Re-planning Vs. An Annual Planning Mentality - Manage Change.
- ✓ Planning, **Execution** Systems, and Communications Are Synchronized.

One Set of Integrated Numbers!!!

INTEGRATED BUSINESS PLANNING (ADVANCED S&OP) TOOL SET

Because of the adoption of S&OP by industry at large, a better set of tools to support the Integrated Business Planning (Advanced S&OP) process is being introduced to the market. A properly-functioning Integrated Business Planning process has both operational numbers and financial numbers that are driven by the operational numbers. When effective, Finance can get out of the second-guessing game they are often forced into because of lack of credible information from non-integrated management processes. When there is credibility in the demand, supply, price, and cost data, Finance is free to do value-added financial analysis versus forecasting.

The Integrated Business Planning process will not be fully effective unless it is effectively connected to the detailed planning and execution systems.



Companies that do Integrated Business Planning (Advanced S&OP) well, operate with complete and credible information and can turn the annual planning process into a significant non-event. Because the best view of the business is seen across the full planning horizon every month, the often wasteful and ineffective annual planning process can be greatly simplified.⁴

Since Integrated Business Planning (Advanced S&OP) is an aggregate-level planning process, the tool set required to support the process is less demanding than that for the detailed item-level planning that occurs in day-to-day, week-to-week operating systems. A word to the wise: The Integrated Business Planning process will not be fully effective unless it is effectively connected to the detailed planning and execution systems. The good news for practitioners is that business software providers now have product offerings at the detail level for demand planning, collaborative planning, supply planning, customer order management, financial analysis, and project management all with associated integration capabilities.

At the end of the day, practitioners need both aggregate and detail data to manage and operate the business.

As collaborative planning between retailers and manufacturers becomes more commonplace, the issue of scale becomes important. It is not uncommon for a retailer to have millions of item/location combinations to plan and communicate at the detail level. Fortunately, tools are now available to help enable the detailed planning and execution even with these massive, detail data requirements.

When implementing Integrated Business Planning (Advanced S&OP), inevitably the question is asked: “Do we need both the detail and the aggregate data?” At the end of the day, practitioners need both aggregate and detail data to manage and operate the business.

One key element of the Integrated Business Planning (Advanced S&OP) process is that facts and assumptions need to be captured and documented along with changes in the numbers. During the Management Business Review, which is the monthly leadership team review session, they will need to understand the foundation for the numbers, not just review the numbers without explanation. Thus, the Integrated Business Planning (Advanced S&OP) tool set should have

the ability to document and display both quantitative and qualitative information. The good news for practitioners is that the large-scale adoption of Integrated Business Planning (Advanced S&OP) across industry is driving business software companies to develop better tools for implementing and operating the aggregate planning process and its connection to detail execution systems.

WHY CHANGE THE NAME FROM S&OP TO INTEGRATED BUSINESS PLANNING?

Fully-integrated S&OP processes, including strategic management and

Figure 5. Achieving the Greatest Benefits and ROI

Integrated Business Planning (Advanced S&OP) – The Issue Is:

Most companies that have Sales and Operations Planning have set too low an ambition and treat it as:

- Logistics and Supply Chain planning process only
- Demand & Supply Volume Balancing¹ to 12 months only (Fiscal year)

And they believe that they already have the process in place...so they miss out on the benefits of doing it well.



Executive teams that use Integrated Business Planning (Advanced S&OP) as the primary management process to run the business achieve the greatest benefits and ROI.

trading partner participation, have existed in leading companies for many years. So why change the name to Integrated Business Planning now? (See Figure 5.)

Within the past few years, independent research has shown that many companies have implemented something they call “Sales and Operations Planning.” Upon further inspection, however, the vast majority of these “S&OP” processes only have demand, supply, and inventory management integrated at the detail level (See Figure 6). Trustworthy financials are not integrated. Product and portfolio management is not integrated. Strategic deployment and management is not integrated. Yet, even with minimal integration, these companies have achieved significant benefits doing something they call S&OP; thus, the conclusion that a minimal level of integration is still worth the effort.⁵

When only demand, supply, and inventory management are integrated, most often we find the focus of attention in these “S&OP” processes is

Figure 6. Survey Finding on the Shortcoming of Most S&OP Processes

Most Companies Have Elements of S&OP in Place But Are Not Truly Doing Integrated Business Planning (Advanced S&OP)

- 70-80% of companies surveyed do not do S&OP at the executive level (No Management Business Review and little executive involvement.)

Therefore, arguably, they are not really doing Integrated Business Planning (Advanced S&OP) at all!



Why is that?

near term only and primarily involves only middle management. These “S&OP” processes are definitely not the primary management processes by which the business is run. They also do not yield the maximum benefits achieved with a fully-integrated management process.

Companies wishing to improve their S&OP processes have found a need to differentiate between what they have historically been doing under the banner of “S&OP” and what they wish to do in the future. This need for differentiation has been the primary reason for moving to a new name for

The focus of attention in these “S&OP” processes is near term only and primarily involves only middle management.

Without leadership participation and action, the process cannot develop into a fully-mature Integrated Business Planning process.

the more mature, strategic business management process, Integrated Business Planning (IBP), that now constitutes industry best practice. A different name helps companies to foster the change from the current “S&OP” process to a new, and significantly more impactful, improved business process along with new leadership and management behaviors.

Figure 7 shows the primary differences between a more mature Integrated Business Planning process from “Sales and Operations Planning” as currently implemented by many companies.

THE MATURATION PHASES OF INTEGRATED BUSINESS PLANNING (ADVANCED S&OP)

We are frequently asked: “Why do some companies fully evolve their S&OP process into Integrated Business Planning and most companies do not.” The maturation of S&OP into Integrated Business Planning goes through four stages. (See Figure 8).

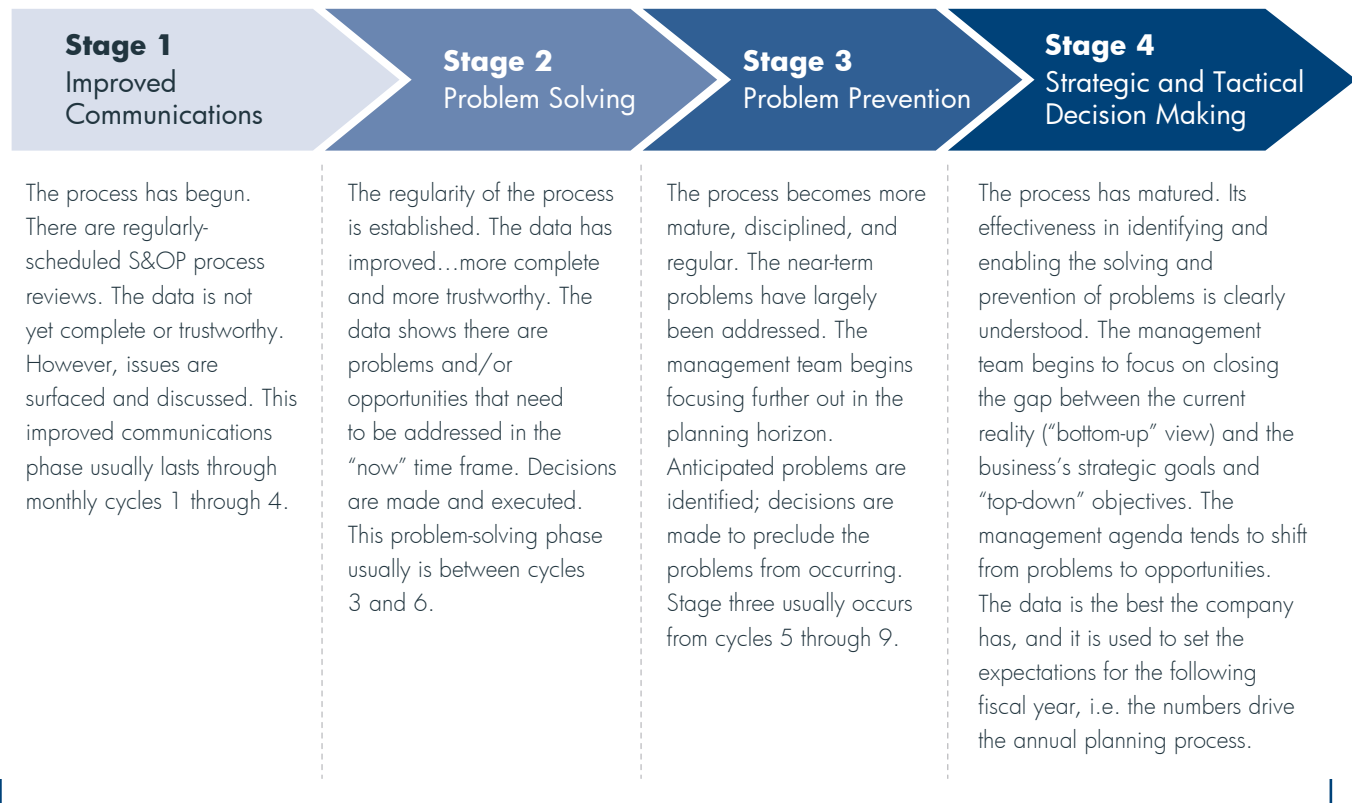
As companies move from Stage 1 to 2 and begin to move into Stage 3, they realize significant benefits and performance improvements. Often the problems that stimulated the implementation in the first place are dramatically reduced or eliminated altogether. *It is, therefore, easy to stop progressing through Stages 3 and 4.* Companies get “stuck” in between Stage 2 and Stage 3.

Without leadership participation and action, the process cannot develop into a fully-mature Integrated Business Planning process. Since Stages 3 and 4 involve moving more

Figure 7. S&OP & Integrated Business Planning: What is the Difference?

- 1 More Robust Financial Integration
- 2 Inclusion of Strategic Plans, Initiatives, and Activities
- 3 More Robust Product & Portfolio Review
- 4 Improved Simulation, Modeling, and Scenarios
- 5 Improved Operational Risk Visibility and Management
- 6 Gap Identification, Improved Decision-Making
- 7 Easy, Effective Translation – Aggregate and Detail
- 8 Improved Trust Across the Entire Management Team

Figure 8. Four Stages of Progression with Integrated Business Planning (Advanced S&OP)



In practice, there are elements of all phases occurring in each cycle, but the above is a reminder that in an Integrated Business Planning (Advanced S&OP) implementation, there is a natural progression to a fully-capable and best-practice process.

into the area of strategy, the company leadership team is required to champion the effort or progress, or the accompanying significant benefits will simply not be made.

Those companies that have only implemented S&OP to the Stage 2 level will find themselves with a process that helps to more effectively operate the business. They may not be in a position to gain a competitive advantage, however. In fact, they may be vulnerable to losing the competitive advantage when what has been *industry best practice* becomes *industry standard practice*. Only those companies that progress to a fully-mature Integrated Business Planning process continue to be in a position of sustained competitive advantage in the marketplace.

Oliver Wight has worked with companies in every stage and every level of Integrated Business Planning (Advanced S&OP) for many decades.

WHAT NEXT?

If you believe your company is “stuck” in an immature S&OP process, the best starting point is to get an independent assessment or diagnostic of the current process using the industry best practice model as a frame of reference. The diagnostic can be performed in a matter of days by experienced Integrated Business Planning (Advanced S&OP) experts.

A proper diagnostic includes reviewing the aggregate planning management process and its connection to the detail planning and execution processes currently in place. A series of interviews with the key leadership and management team members should be conducted to help the assessor understand the “Essence of the Business” and to help the company better understand the more holistic nature of Integrated Business Planning.

This diagnostic should be immediately followed up by a facts and findings session with the leadership and management team. The purpose of this session is to report the status of the current S&OP process and to help

inform and educate the company leadership and management team on current industry best practices. From the discussion that occurs during the interviews and the facts and findings session, most leadership teams define a plan to move from S&OP to Integrated Business Planning.

Figure 9 shows an executive-level maturity model for S&OP to Integrated Business Planning. Ask key members of your leadership team where your company’s management process is on the maturity chart today.

If you find your company is stuck at a relatively immature level, know that companies get stuck because of:

1. lack of awareness and understanding of what Integrated Business Planning really is
2. lack of ambition or motivation for improving the process, or
3. not knowing HOW to get to the next higher stage.

The good news: guidance is available. The Oliver Wight organization has worked with companies in every stage and every level of Integrated Business Planning (Advanced S&OP) for many decades. We can help by providing a diagnostic and/or providing full implementation support to ensure the most rapid time to results for your company.

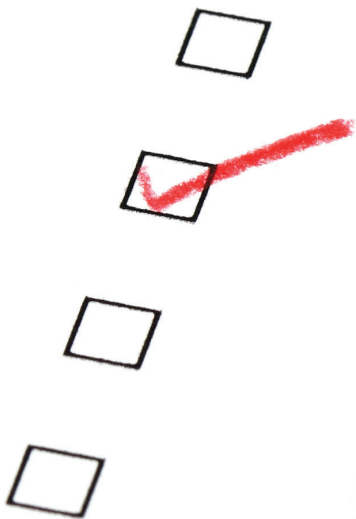
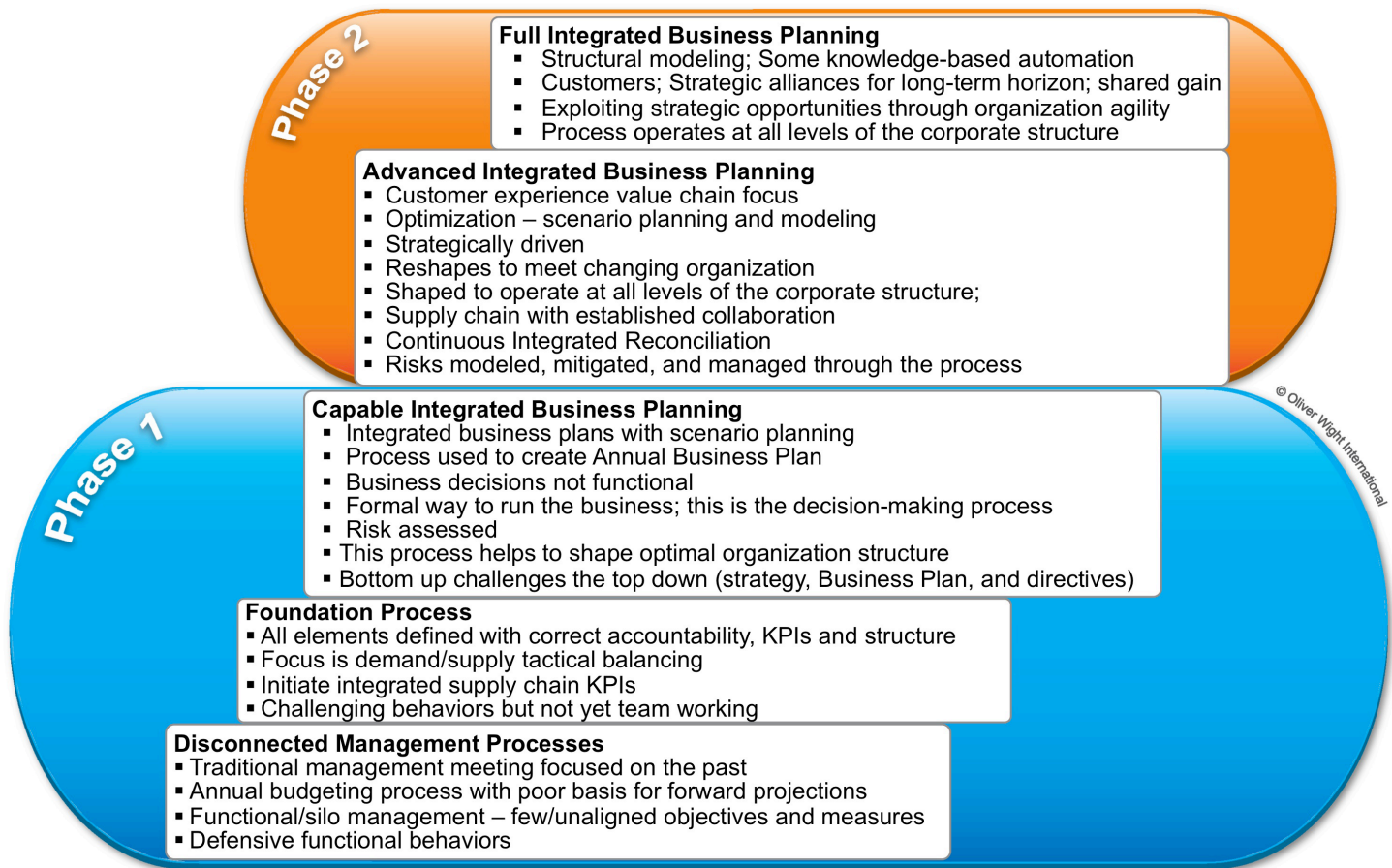


Figure 9. Maturity Model of S&OP to Integrated Business Planning

Done Well, S&OP Evolves Into 'Class A' Integrated Business Planning (IBP)



Put simply, companies that do Integrated Business Planning well achieve greater benefits than companies that do not. This is the conclusion from independent studies by such research firms as AMR, Aberdeen, and Ventana as well as the performance gains documented by Oliver Wight clients.

SUMMARY ⁶

More and more companies are implementing some form of integrated business management, often under the banner of Sales and Operations Planning (S&OP). Leading companies have evolved S&OP to a mature Integrated Business Planning process; an integrated, company-wide management process used as the primary process to run the business.

This more mature process includes full integration of the key management processes of the business, both operationally and financially. Attention is focused not only on near-term issues, problems, and opportunities, but also on longer-term, more strategic management issues and opportunities. This more mature process is now becoming known in the industry as Integrated Business Planning (IBP).

Integrated Business Planning (Advanced S&OP) requires a combination of people exhibiting the appropriate supporting behaviors, a

process that is regular and routine, and tools with the ability to process aggregate and detail plans, facts, and assumptions. Properly implemented, the process provides both leadership and management with regular and routine visibility and transparency of past and projected performance. Key performance indicators and metrics are an integral part of the Integrated Business Planning process. The most current and best view of the business, both quantitative and qualitative, allows leadership and management the opportunity to make the best decisions at the optimal time helping to ensure optimum business results.

Industry research continues to show that companies that do Integrated Business Planning (Advanced S&OP) get benefits from the process. Further, those companies that do it well get significantly greater benefits than those that only operate with basic demand, supply, and inventory balancing in the near term.

“Integrated Business Planning is a *team sport* at the highest level of the organization.”

The best place to start an Integrated Business Planning (Advanced S&OP) improvement project is to get an independent view of the state of your current S&OP process today. From this diagnostic, a plan to move from S&OP to Integrated Business Planning can be developed and implemented. Companies that implement Integrated Business Planning fully in line with the best practices can expect continued improvement in business results and should gain an edge on competitors that operate with a less mature process or no process at all.

As one company leader stated, “Integrated Business Planning is a *team sport* at the highest level of the organization.”

Here is a sampling of the range of improvements achieved by 40 Oliver Wight clients:

Increased Demand Plan Accuracy by	18 to 25%
Increased Sales Revenue by	10 to 15%
Increased On-Time Delivery by	10 to 50%
Inventory Reduction by	18 to 46%
Safety Stock Reduction by	11 to 45%
Increased Productivity by	30 to 45%

The above results should cause companies to ask: “What if our company improved its performance by the above amounts? How would it impact customer satisfaction? How would it improve our financial performance?”

A study by Aberdeen sheds light on the answers to the previous questions. Following are the results documented by companies using Integrated Business Planning, categorized by best in class, industry norm, and industry laggards.

Figure 10. Integrated Business Planning (Advanced S&OP) Drives Business Performance—It Pays to Do It Well!

	COMPLETE ORDER FILL RATE	GROSS MARGIN	LOGISTICS COSTS AS % OF SALES
Best In Class (Top 20%)	91%	43%	6%
Industry Average (Middle 50%)	85%	36%	12%
Laggard (Bottom 30%)	79%	30%	16%

These results clearly show the impact of doing Integrated Business Planning well. Look at the profit margin achieved

by the best-in-class companies compared to the industry norm and laggard companies. Ask your financial people and CEO what a gross margin of 13 percent above your competitors means to stock performance and return to shareholders.

This study also shows that it pays to have a reliable delivery performance. The study reported that the best-in-class companies averaged a 91 percent customer retention versus laggard companies, which averaged a 70 percent customer retention.

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ABOUT THE AUTHORS

George Palmatier, an Oliver Wight principal, has assisted many companies that make everything from soup to satellites in implementing integrated management processes. He is recognized as an expert on Sales & Operations Planning, Integrated Business Planning and Demand Management as well as ERP, Integrated Supply Chain Management, and Integrated Product Development (IPD). George works with clients to formalize and integrate their strategic plans into an integrated business management process, Integrated Business Planning. With twenty years of experience in sales, marketing, strategic planning, and general management, George has a thorough knowledge of how to achieve sustained results improving business performance. During his 11 years as vice-president of sales and marketing at Bently Nevada Corporation (now part of General Electric), George was responsible for bringing the sales and marketing departments into an integrated business management process. Bently Nevada was one of the pioneers in developing and implementing Sales & Operations Planning using it in a truly integrated management process. George has authored or co-authored four books: *The Marketing Edge*, *Enterprise Sales and Operations Planning*, *Demand Management Best Practices*, and *The Transition from Sales and Operations Planning to Integrated Business Planning*.



Colleen "Coco" Crum, a principal with Oliver Wight Americas, is considered a thought leader and innovator in Demand Management and Sales and Operations Planning. She has helped develop methodologies enabling companies to successfully implement S&OP and demand management and achieve quick time to financial benefit. She has assisted companies across the manufacturing spectrum, including chemicals, consumer goods, electronics, biotechnology, and aerospace and defense. Coco has co-authored four books: *Enterprise Sales and Operations Planning*, *Demand Management Best Practices*, *Supply Chain Collaboration*, and *The Transition from Sales and Operations Planning to Integrated Business Planning*, and participated in the development of a best practice model for grocery supply chain replenishment resulting in the publication of a book on ECR by Canadian food industry trade groups.



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