Integrated business planning in the Indian context

December 2020

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Introduction

Changing customer sentiments and increased competition from both local and global substitutes have forced organisations to up their game from traditional business practices in order to keep pace.

Most organisations operate in siloes on two fronts - cost leadership which is primarily driven through cost optimisation and product differentiation, driven by innovation following a much linear approach to planning. This eventually creates polarisation in business strategy and design principles of supply chain configuration affecting agility in delivering goods and services to the end consumer.

Over time, customer intimacy has evolved as a third pillar with a strong focus on tailor-made solutions.

In today's scenario with supply chains going global, businesses operate in complex scenarios with numerous production centres, multi-channel distribution, varied product categories and SKUs, and supplier and juridical implications posing significant challenges to an organisation's scheduling and synchronisation. The need for alteration of business models and supply chain transformations are seeing an upward trend.

As supply chains are going global, complexities for conducting business operations are increasing. Many organisations have started observing challenges in the existing way of conducting business which requires altering business models and transforming their supply chains.

Key challenges faced by organisations

Market is saturated with multiple competitors and numerous products leading to high level of fragmentation.

Demand of our product and services was affected by a change in government policy and onset of assembly elections.

Organisation might miss bottom-line targets due to high leakages in value chain, this would lead to low bonus this year.

There is a common notion among employees that it is difficult to establish consensus in monthly planning meetings. As per logistics/supply chain, sales placed orders for those SKU which were neither available in stock nor in production to complete monthly sales target on paper.

CEO is emphasising the need to integrate various line of business to balance capacities and define interdependencies in order to serve customer in efficient and effective way.

Chief Supply Officer is worried that around 30 per cent of organisation's plant production capacity is unutilised leading to distortion in performance KPI.

Market is evolving in developing nations and it is difficult to determine which products and services will be able to attract consumers.

We had a low visibility over inventory. Our working capital target is missed because we kept on piling inventory to ensure availability of products in order to avoid loss of sales.

YTD EBITDA found to be lower than budgeted. The financial implication of sourcing product and services from different facility and vendors was not estimated properly, leading to incorrect projection of cost of production.

How do we account for the capital investment basis change in customer preferences?

Regional sales director of south is complaining of irrational allocation of finished goods to north, in the constrained supply environment.

Employees are losing motivation as no one is ready to take ownership for deviation from firm plan.

Many more such instances ....

Strategic

- Saturated market, multiple competitors and low market share products
- Rapidly evolving markets, challenging product/ service offerings
- Change in government regulations influencing demand
- Push vs pull philosophy

Tactical

- Low visibility on inventory impacting working capital targets
- Leakage in value chain impacting efficiency
- Lower asset turnover and large fluctuations on capacity utilisation
- Ownership overlaps causing conflicts

Operational

- Market fluctuations impacting actual vs planned cost of operations
- The need to enable real-time traceability of goods across value chain
- Conflicts over modifications in production plan and dispatches

While each line of business has varying requirements to address competition in the market, support functions such as procurement, logistics, etc. cut across business verticals often aiming for greater speed, efficiency and relevance. This makes governance mechanisms vulnerable due to overlapping and conflicting KPIs. These interdependencies make execution complex and camouflages the pockets of inefficiency within the company network.

The need for organisations is to stay relevant in the marketplace and adapt to rapidly changing business requirements.

Business organisations which have real-time visibility and information flow across all nodes of value chain can capture and service near time real demand in a very pro-active manner. Even in case of a variation in demand, these organisations are able to respond to varying scenarios and constraints across supply value chain and develop effective operational strategies, and demand and supply workflows.

The degree with which above challenges impact any organisation depends upon industry, sector, business model and level of maturity. For instance, many a times CXO's experience huge difficulty in determining pull versus push strategy in their businesses. While the fundamental approach behind push strategy is enabling products and services in the market to eventually create demand and subsequent consumption for themselves leading to growth, pull strategy emphasises on optimisation of resources and urge for corporation across the value chain. Pull system is mostly customer driven and finished/semi-finished products, raw material and services are called for as an when needed thus unleashing higher productivity and innovation across value chain. Pull system gains traction as we move from monopoly to perfect market competition.

Striking the right balance between these strategies as per existing business model and market conditions is often challenging and takes major time in planning meeting discussions.

Foreword

Market expectations are dramatically changing with the advancements in technology and digitisation. Traditional ways of business have given way to the newer era of technology disruption and organisations are trying hard to keep close to the customer more than ever by taking a big leap from consumer centricity to consumer obsession.

The new age operating models demand an integrated and seamless process automation towards driving sustainable businesses models and mitigating future risks. This is made possible only by agile market intelligence and near real time information flow through an automated process in an integrated and planned manner.

In the current business scenario, it is imperative to evaluate the key aspects of business processes, structure and KPIs at both micro and macro-economic levels for robust business planning. Integrated business planning helps organisations implant agility and responsiveness to its processes, systems and culture. It has been observed that companies that plan effectively are able to measure the opportunity cost of various scenarios to deliver predictable earnings and have a substantially higher ROI.

This paper emphasises on the need to adopt a planning process that is simple, efficient, and effective.

It discusses an integrated business planning (IBP) methodology that follows a unique approach for successful implementation and adoption. We would be happy to get in touch with you to help you understand the methodology and corrective measures.

Neeraj Verma
Partner,
Customer and Operations
KPMG in India

Evolution of planning in rapidly changing business environment

> "In today's age of digital and business model disruptions, organisations need to be agile in their planning and should adopt a scenario-based planning system that will enable them to incrementally plan, utilising the actual execution in a collaborative way."
>
> **– Neeraj Verma**
> **Partner**
> Customers and Operations
> KPMG in India

In a recent KPMG in India survey, it was established[1], 59 per cent of the chief supply chain officers ranked implementing effective planning as one of their top two challenges. CXOs find it difficult to implement an effective planning methodology in the organisation.

Traditional business planning reinforces a linear approach to planning, while the world is constantly changing, and complexities have increased. Business complexities have not only expanded to multiple channel distribution, numerous product categories and large number of SKUs but also to various production centres, supplier complexities and legal implications. With diversification and integration, there are instances where by-products of one line of business or facility becomes input raw material to other line of business. This presents significant challenges for an organisation in scheduling and synchronisation.

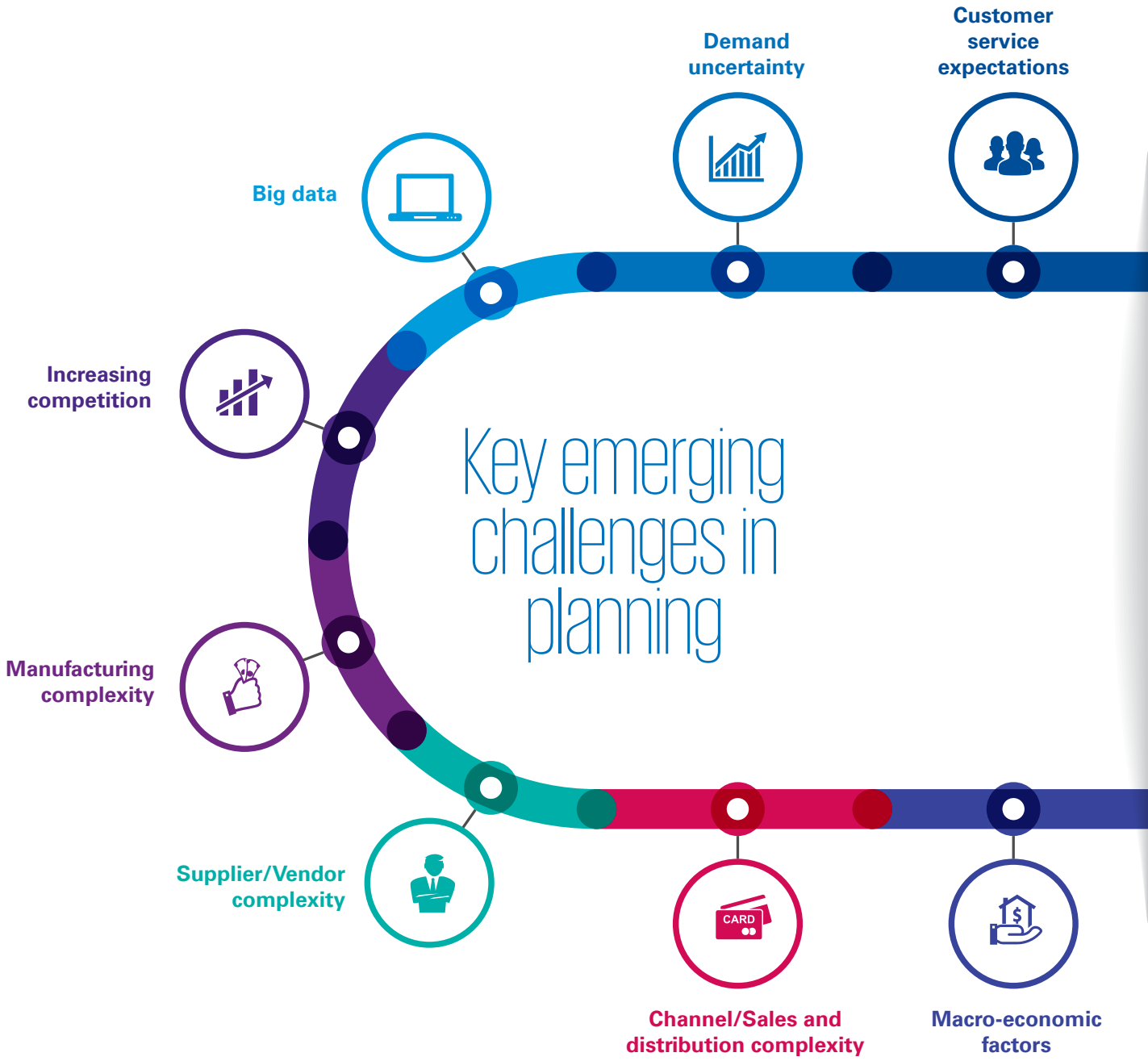
Each line of business work out various business strategies to address competition at the market. Support functions such as procurement, logistics, IT support, etc. which cut across various business verticals often thrive for speed, efficiency and relevancy. This makes governance mechanism vulnerable and ineffective due to overlapping and conflicting KPI. This interdependency makes execution complex and camouflages the pockets of inefficiency within the company network. Due these challenges, organisations find it difficult to establish single source of truth for planning and matrices across the board.

The changing market scenario emphasizes on the need to shift to a planning process that is simple, efficient, effective, relevant, sustainable and can develop in a short span of time.

Increasing demand volatility, supply complexity, input cost fluctuations, technology disruptions, market unpredictability and business model instability have amplified the need for near real-time information which can be incorporated in planning process to capitalise market opportunity and mitigate risk. Such information becomes even more essential when the product has a low shelf life viz. normal milk packet or product such as poultry where inventory definition itself changes with each passing day. The need of an hour is to establish non-linear approach for planning with dynamic feedback loops to be agile enough to respond to changing marketing conditions and business volatility.

Also, a critical reservation to traditional planning is its siloed approach where each segment of an organisation performs specific set of activities. However, due to dynamic market conditions and rapidly evolving customer preferences, planning processes are undergoing changes in order to ensure right product availability at optimum cost. Many organisations while adhering to 'one plan of execution' intend to have multiple backup plans ready to cater to potential scenarios in market.

1. KPMG in India survey: supply chain in India: A reality check



In addition to above points growing complexity and disruptions

The advantage of concurrent planning lies in the synergies achieved for both global and local optimum through technology-based scenarios analysis. Many planning tools facilitate scenario planning and real-time application of changes to impact planning. The advent of such methodological application allows for the scope to influence distribution planning at the demand planning stage itself thereby giving a competitive edge.

Key aspects of business processes that lead to robust planning

> "For India, providing a seamless journey for consumers through a mix of digital and physical infrastructure will require the backing of a strong supply chain planning and execution."
>
> **– Harsha Razdan**
> **Partner and Head**
> Consumer Markets
> KPMG in India

Planning is essential when organisations need to tie their ambition of growth with the ability to serve markets to the required potential. Today, organisations immediately want to simulate trade-offs in a constrained environment and understand its business impact to influence synergies. Organisations are rapidly driving decision making through large data sets rather than empirically working out solutions. This leads to technical advances which often result in productivity improvement and cost advantages.

Organisations that follow traditional planning methodology conduct planning based on market speculation and the data gathered over previous years. They scarcely have access to reliable real time data, which prevents them from accounting dynamic external factors that might affect the business. Looking at an example of Truckers strike in July'18 which costed India Inc. INR 10,000 crore in three days as the movement to and from the major process industries were stopped immediately.[2] The companies that were the least affected had access to real-time information, robust planning and ability to sense the possibility of disruption in supplies to mitigate risk.

Organisations are often ambitious with their growth targets but lack the ability to realise true market potential for their product and services. This inability to understand sudden demand increases the time taken to adapt to abrupt externalities. For instance, early arrival of monsoon can drive sales increase of mosquito's repellents, umbrellas and rainwear. An organisation that can consider such changing weather conditions and adjust their production, logistics and inventory plan are the ones that can realise the full potential of these opportunities. Thus, planning activity should be dynamic and use demand sensing techniques to take advantage of such opportunities.[3]

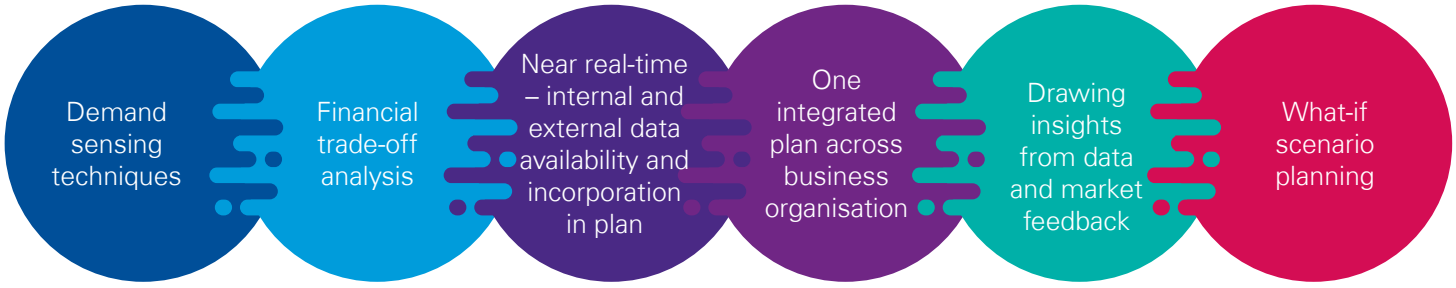
Moreover, traditional sales and operations planning do not provide insights on financial trade-offs on critical business decisions, nor does it enable planners to effectively model a what-if scenario which can aid short term incremental plan and long term tactical and strategic planning.

Traditionally, organisations would try hard to understand their products' substitutes. Its market sizing and price points to the consumer were often debated. Thus, diversifying its portfolio to reduce the competition from the substitute product became common in the growth strategy. For instance, a beverages company entering into fruit-based health drinks to tap local market potential.[4] Through diversification, organisations try hard to pre-empt competition and increase their overall revenue. With mergers and acquisitions, organisations are poised to witness synergy either by registering in organic growth or by reducing cost. On the contrary, mergers and acquisitions result in growth to the competition as expected synergies are lost due to unorganised integration and disturbance in equilibrium. Planning is essential to achieve seamless integration and realising the true potential of merger and acquisition to an organisation.

Due to technology disruption happening across the value chain, organisations are on a constant watch for advancement and innovation. For

2. Truckers' strike costs India Rs 10,000 crore in 3 days, Somit Sen | TNN | Updated: Jul 23, 2018
3. Capturing the monsoons| www.downtoearth.org.in | Monday 17 August 2015
4. Fruit's the real deal for Coca-Cola in India | www.livemint.com | April 6, 2018

Key aspects leading to effective business planning



any organisation to adapt to these disruptions, different functions such as IT, manufacturing, logistics, sales, etc. must work in tandem to identify the potential disruptors before they affect the current business processes and respond to them in pro-active manner. For instance, imagine a factory floor with no operators in sight, machines receiving orders, automated guided vehicles (AGVs) moving products from one machine to the next, machines performing self-diagnosis and predicting failures and finally delivering a unique, customised product based on the customer's specifications.[5] Technology makes execution of plans automated on the shop-floors to achieve maximum productivity considering all scenarios. Digitisation is now altering the structure of competition, conduct of the business and performance across industries.

There's a rising trend observed in India where organisations have started recognising planning as an independent support function cutting across all the areas of value chain. Further, technological advances have resulted in explosion of data at multiple levels. Companies now have access to a plethora of data on their customers and their business. However, having access to so much data makes it difficult for companies to turn it into constant stream of valuable insights. Information flow has never been more dynamic than what it is today. Using disparate spreadsheets or simple demand planning tools does not suffice capturing the complexities of today's supply chain.

Imagine the complexity with a case in example, of a fast fashion global sports footwear brand deployed an analytical team consisting of 15 people to analyse data across 38 websites in 19 countries using tableau instead of excel to handle the complexity and volume of e-commerce data.[6] 16 per cent companies use only spreadsheets to plan while 55 per cent use partial excel sheet and partial standalone platforms to plan.[7]

An important thing to note is that the process structure used in a supply chain tool will be different from FP&A tool, thereby what may work in isolated scenarios may prove ineffective for integrating functions and aligning strategic corporate goals.

Planning being the change agent to achieve efficiency and sustainability, the emphasis is on robust execution of plan and timely checks of performance to realise the true business potential. Across the distribution and value chain, performance KPIs are inter-linked which means an on time in full (OTIF) for someone upstream will be supplier performance index (SPI) for someone in downstream. With the advancement of block chain 3.0 providing real-time tracking mechanism, organisations are poised to post performance indicators as the single source of insight and transparency not only for its own performance but within the network of supplier and distribution. Block chain technology provides real-time traceability throughout the supply chain. It is envisaged that this will encourage accountability and provide suppliers, regulators and consumers "greater insight and transparency"[8]

5. Manufacturers get smarter for Industry 4.0 - TM Forum Inform at TM Forum Live! Asia | Saj Kumar| Nov'2016
6. How Adidas shares insights across the business |Caroline Baldwin Editor, Essential Retail| 9 JUN 2017
7. KPMG in India survey: supply chain in India: A reality check
8. IBM & Walmart Launching Blockchain Food Safety Alliance in China with Fortune 500's JD.com | Roger Aitken| Dec 14, 2017

Three pillars of effective planning

> “All organisations have a plan until the plan is no longer relevant. Effective planning addresses elements of uncertainty, accuracy and responsiveness; and provides agility to the supply chains to re-plan based on ground realities and working assumptions.”
>
> **– Rohit Saxena**
> **Associate director**
> Customers and Operations
> KPMG in India

For any business organisation to create an effective plan there are three most important aspects that need to be taken care of: uncertainty, responsiveness and accuracy.

Scientific methods and advanced tools can enable planners to develop efficient and effective plans and help minimise the effect of uncertainty in the market. The advanced tools and methods provide companies the ability to simulate the effects of various disruptions in the marketplace, explore various trade-offs and strike optimum inventory mix in both quantity and value. Integrated business planning methodology enables organisations to explore financial and strategic trade-offs thereby helping leaders make effective business decisions.

It lets planners draw inferences and capture immediate insights on various consequences of disruptions. An effective planning process helps organisations gain insights on effects of their decisions on business KPIs and supply chain constraints, before the decision is implemented. To sustain in this competitive market, planners should be able to optimise the plan against multiple goals and select parts of plan that need to be re-optimised. An effective planning tool and process can capture market insights and provide feedback on impact of various decisions on other important business parameters thus increasing responsiveness.

Three pillars of planning

Capturing real time market information and trends and comparing it with key planning assumptions can enhance the accuracy of the plan and address business constraints. An effective planning process should be dynamic, adjustable for volatility and help companies meet their business KPIs. Sanity checks are incorporated in integrated business planning methodology to maintain data integrity.

Integrated business planning: An approach that businesses need today

> Data led decision making is critical and integrated business planning supports strategic decisionmaking by providing a structured view of plan aligned across demand, sales, supply chain and finance. This helps to efficiently allocate capital based on data led prioritisation of the projects and initiatives in consideration.

– Nitin Madan
Partner and Head
Finance Transformation
KPMG in India

Integrated business planning aligns strategic, tactical and operational planning with financial planning and analysis. This alignment helps create agility in the supply chain which can help increase responsiveness and re-organise business processes to foster efficiency in dynamic market conditions. Integrated business planning harmonises financial and operational processes with customer demand, enabling organisations to optimally collaborate and address critical business decisions across product lifecycles, and deliver enterprise wide alignment of planning and execution to improve predictability and financial performance, while managing risk.

Most of the traditional and in-transit to modern organisations use S&OP to create demand, production and inventory plans. FP&A is largely used by finance team to create financial budget and annual operating plan. IBP on the other hand, aligns all the functions and considers inputs from all the departments to create a holistic business plan as a separate business function that cuts through the value chain. One of the main objectives of IBP is to create a consensus based single operating plan, allocate resources accordingly and assign roles and responsibilities to achieve business goals.

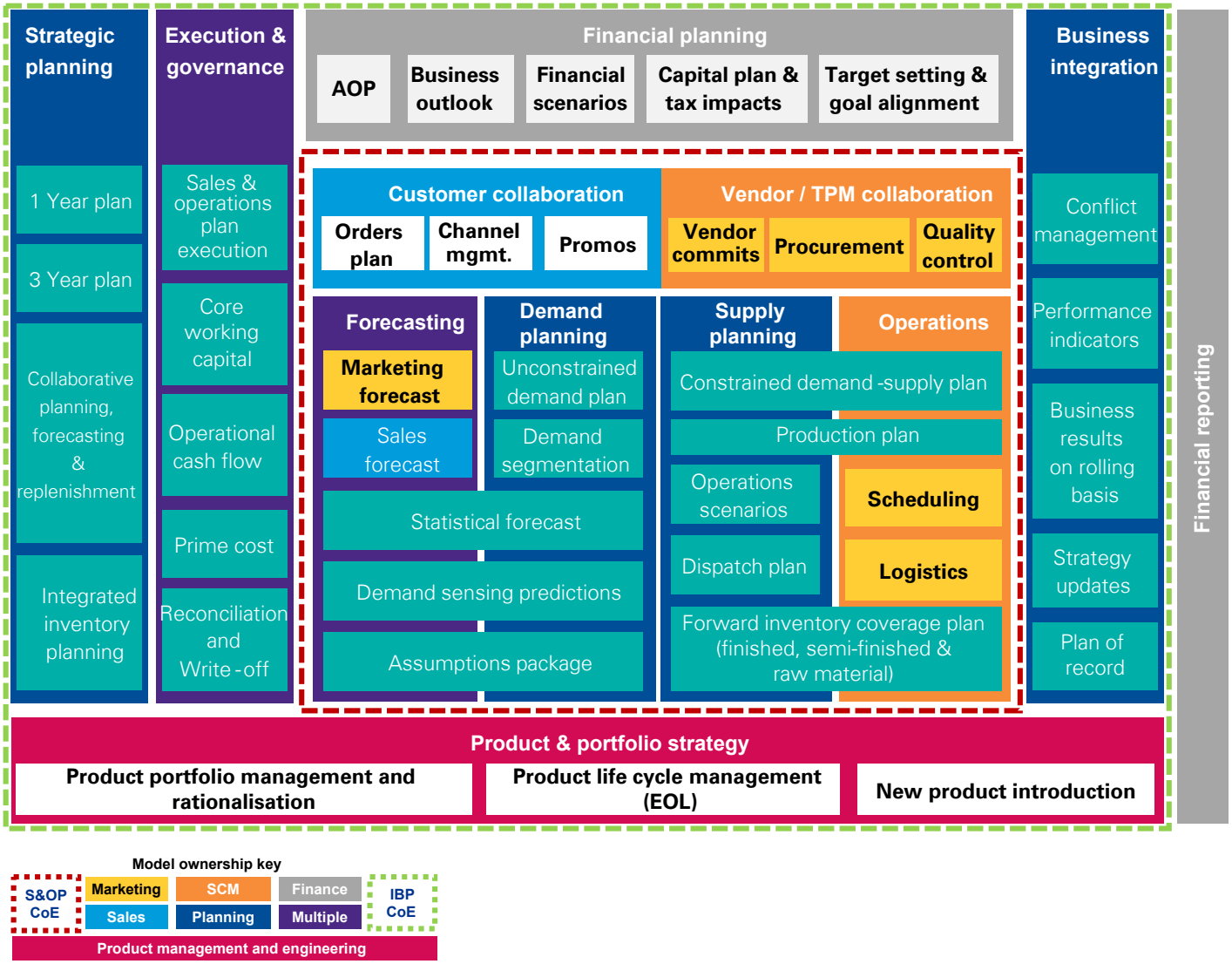
Over a period, financial planning has emerged as a strong pillar owing to trade-off resulting in huge financial variation. Changes in product mix, inventory mix and weighted average payments terms resulted in working capital variation impacting the operational cash flow. This is used a key indicator to determine the health of the business.

51 per cent of CXO's believe that lack of end-to-end supply chain visibility is one of the top challenges in planning activity.[9] To have a competitive edge in today's marketplace and manage costs effectively, organisations need to have an end to end visibility, traceability and flow within supply chain. Having these hygiene components helps CXOs plan their monthly production output better and manage inventory and other associated costs.

Integrated business planning process can provide this visibility by enabling leaders to take effective decisions. Moreover, it gives a holistic view of business over a rolling planning horizon of 18 or more months.

9. KPMG in India survey: supply chain in India: A reality check

IBP Model



4.1. Challenges in implementing integrated business planning

Change is often met with resistance and requires determination across the organisation to survive through a lean phase of project management. Critical challenges to bring about a change include:

Availability of all relevant stakeholders to run the process effectively	**Assessing all assumptions to determine growth and any associated risks.**	**Adherence to frozen period plan.**

Challenges in Implementing Integrated business planning

Culture

Deep routed cultural issues and old school thoughts to adhere to conventional process

A right start

Non – availability of right planning calendar basis production agility and sales distribution within month

Building blocks

Enablement of right building blocks as per business requirements

Flow

Un-structured business Interdependencies and information flow through building blocks

Change management

Insufficient change management and implementation strategy

Organogram

Improper organisation structure, hierarchy and undefined responsibilities

Digitisation

Lack of digitisation: IT system support and integration issues for data and information flow

Effort variability

Lack of management focus on planning and variability in employee efforts

4.2. Six key dimensions for successful IBP delivery

To successfully deploy an integrated business planning process in any business organisation, it is important to understand the business complexity and dependencies across teams to build an effective structure for deployment. The method of deployment can vary across sectors and firms as processes change and vary. However, there are six essential dimensions the process deployment is centred around.

Six Key Blocks to understand and develop a successful IBP model

Business process

Outlines business process, policies, integration mechanism and measures to execute IBP.

- Aligned financial and operations planning
- Policies and procedures for execution are in place.

Data reporting

Define data structures and hierarchy, KPI's required to drive better decision making.

- Consistent taxonomies
- Focus on leading and lagging indicators
- KPI aligned with organisation goals.

Technology

Enable tool and technology to execute IBP and generate report/analytics.

- Integrated data flow with single source of truth
- Future scenarios created
- Inconsistent data, hierarchy, process flow eliminated.

Governance

Establish CoE that will manage and maintain the standardised processes, procedures, data structures.

- Master data management is linked with Governance KPI and structure.

Delivery model

Define how the IBP activities and output are performed and delivered throughout the organisation.

- Complete clarity on deliverables and scope of work
- Facts and data backed judgement and decision making.

Organisation

Define the Skills, capabilities and the competencies required to execute IBP, as well as associated R&R and incentives.

- High C- suite involvement and ownership
- Defined RACI.

Each dimension plays a critical role in understanding the as-is process complexity, business challenges, governance mechanisms and current technology on which planning is carried out in an organisation. These dimensions provide a robust approach to capture process gaps and current organisation maturity in terms of planning, skills and other areas which enables teams to develop a customised approach for each firm for a successful IBP deployment.

4.3. Frequently overlooked aspects critical to a planning exercise

4.3.1. Planning calendar with interdependency between business verticals

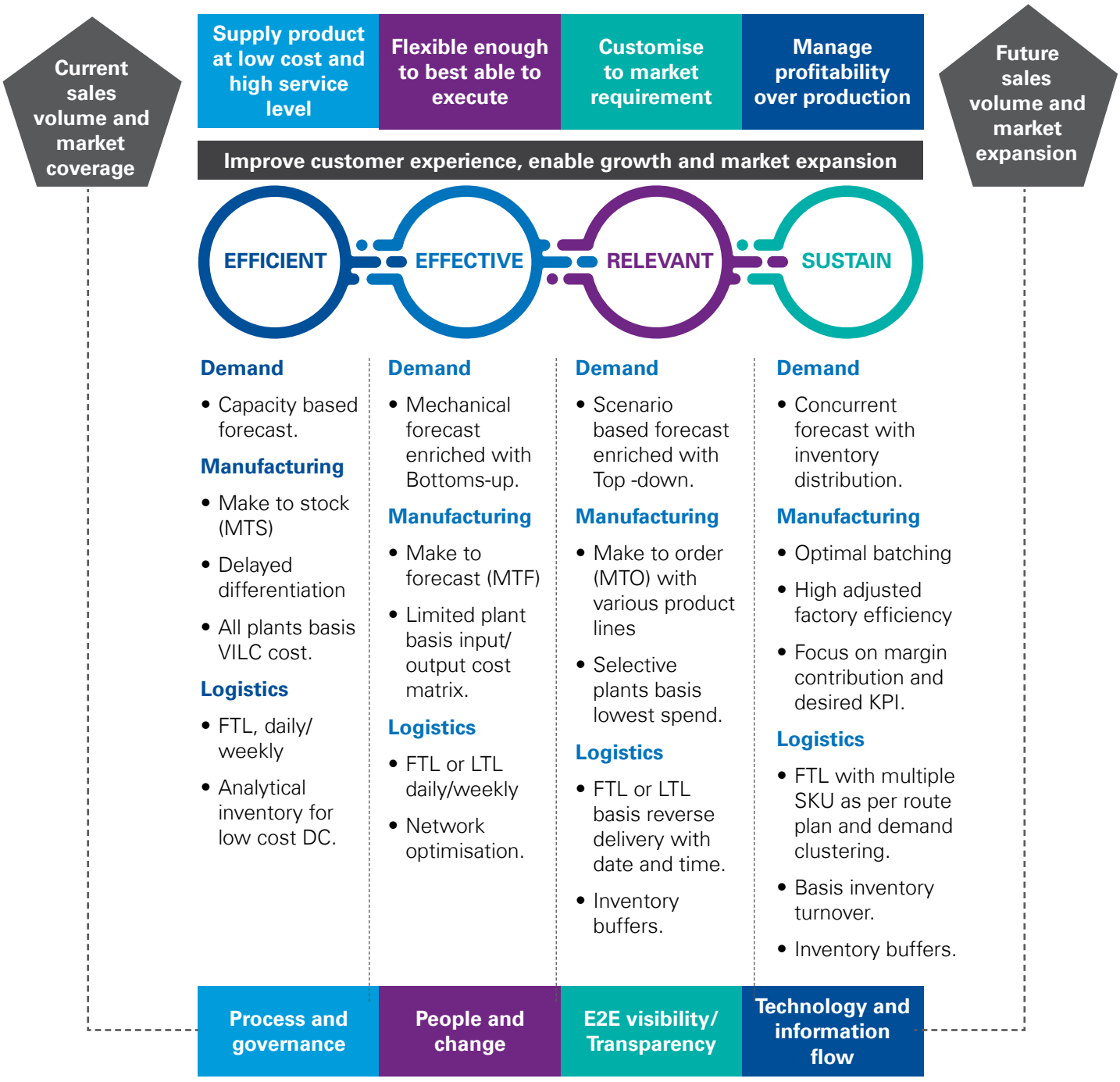
Businesses are always in dilemma to implement right calendar to conduct planning forum. This dilemma arises due to the trade-off between the accuracy of forecast and organising the means to supply. As time is of essence, technology plays a big role in assimilating the forecast for frozen period, generating sourcing and material plan basis pre-defined constraints and assumptions build into the system and helps develop collaboration between large teams operating across geographies. Overall planning cycle time can be reduced by the use of technology paving way for IBP.

* This is subject to modifications as per organisation's requirement

4.3.2. Mapping business environment

To realise the complete potential of IBP, it is essential to customise it to a business environment. As organisations climb up the maturity ladder of IBP, they realise that one-size doesn't work across contexts. Companies are now adopting a segment-based approach based on complexity and demand characteristics to optimise cost versus service level.

Mapping organisation business environment



> Organisations should adopt planning solutions that allows collaboration with multiple departments and people using structured workflow and planning capabilities incorporating strategies, constraints, business rules, market and field intelligence.

– Gurudutt Deshpande
Associate Director
Customers and Operations
KPMG in India

4.3.3. Establishing the right decision criteria

With ever increasing competition, customer prioritisation is essential to establish how the organisation allocates either limited products or capacity to the buyer after considering buyer priorities of consumption in the purview of organisation's internal priorities on revenue, volume and margin in high changeovers environment.

A robust decisions matrix allows for an easy sway on decisions such as increase/decrease of suppliers' share of business, supply network changes, postponement and segmentation. The matrix can also be useful with decisions on slow moving and obsolete inventory (SLOB) thereby helping in creating liquidation strategy for inventory and it finds high application in constrained supply environment to address conflict among stakeholders.

It is also essential to know that many of the above criteria are dynamic in nature and can be conflicting to each other.

Sample scenario

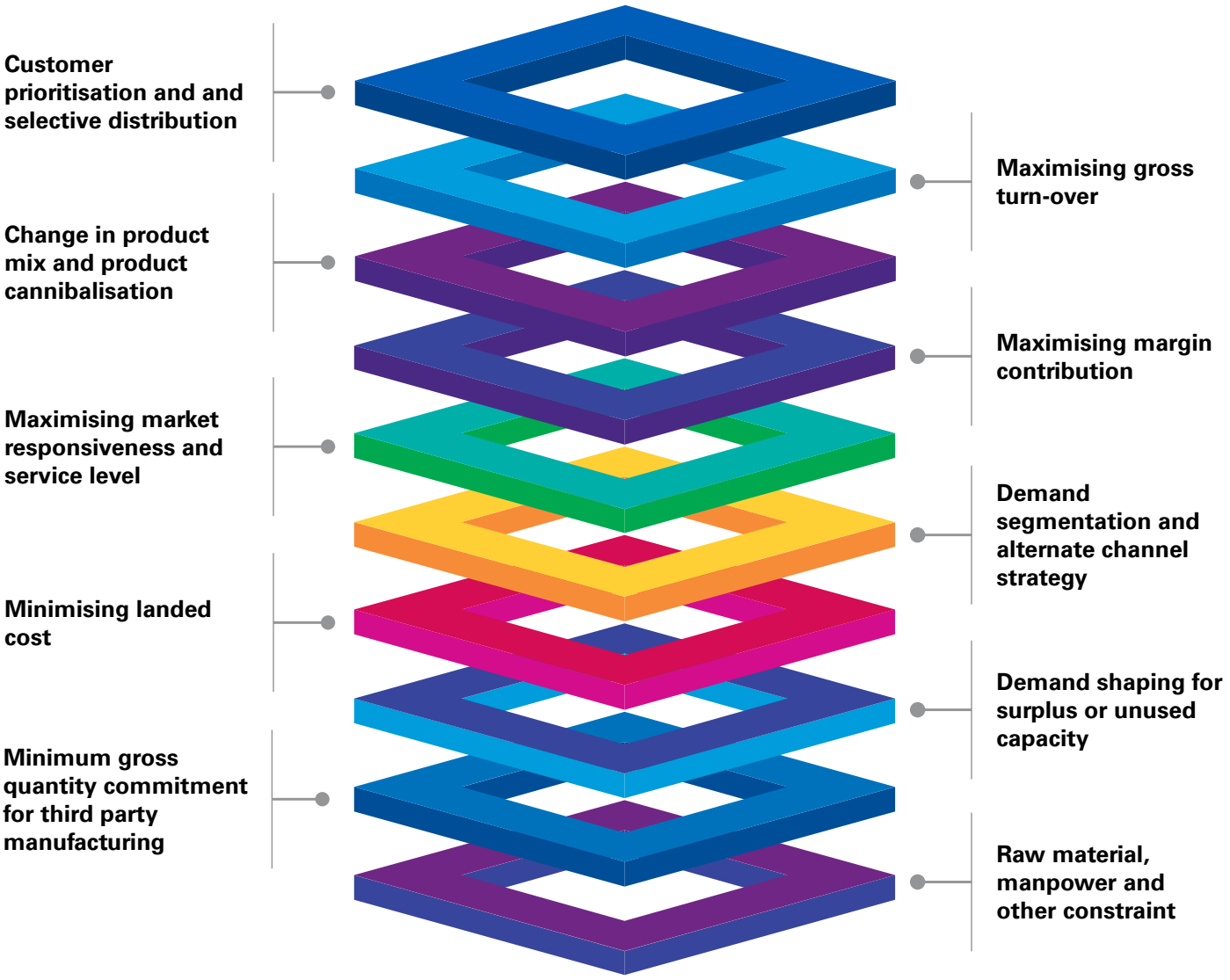
Products	X	Y	Z
Relative margins	Low	High	Higher than X
Relative Price	High	Low	Higher than Y
Relative market share	High	Low	Low
Fixed Commitments in market to be honoured (% of demand)	70 per cent	40 per cent	0 per cent
Focused geography	No	No	Yes
Supplier volume commitment	No	No	Yes

Let's say any business organisation has three products - product "X", "Y" and "Z". These products have ample demand in the market, but organisation has limited capacity to produce all products simultaneously. They also have a different cycle time.

Product "X" is priced higher than product "Y" but due to microeconomic conditions and external competition in "X" segment, it fetches lower margin to the organisation when compared with the margin of "Y". In such scenario, two criteria from above list will conflict. Planners need to decide whether to maximise gross turnover which leads to higher relative revenue or margin contribution which leads to higher relative profits. This classic example can easily be seen in alcoholic-beverage industry in India.

To build the case further, assume product "Z" has a relatively lower price than product "X" and lower margin when compared with product "Y". Organisation has a priority to produce "X" and "Y" but due to high market share in focused geography and supplier volume commitment, planners need to strike a right balance to avoid penalty from supplier and reserve capacity for product "Z".

High level decision criteria



For organisations with smaller product portfolios, planners can work out best solution for any giving period on connected excel for various planning pieces such as demand plan, production plan, etc. For organisations with large portfolio, it is imperative to have an advanced tool which can easily map business environment and incorporate all the above criteria customised to business requirement. It should run heuristics as per organisation's current way of conducting business in certain territory and market and facilitate decision making. It should run through various scenarios to serve markets from manufacturing location and yield optimal results to achieve business objective.

4.4 Change management in integrated business planning

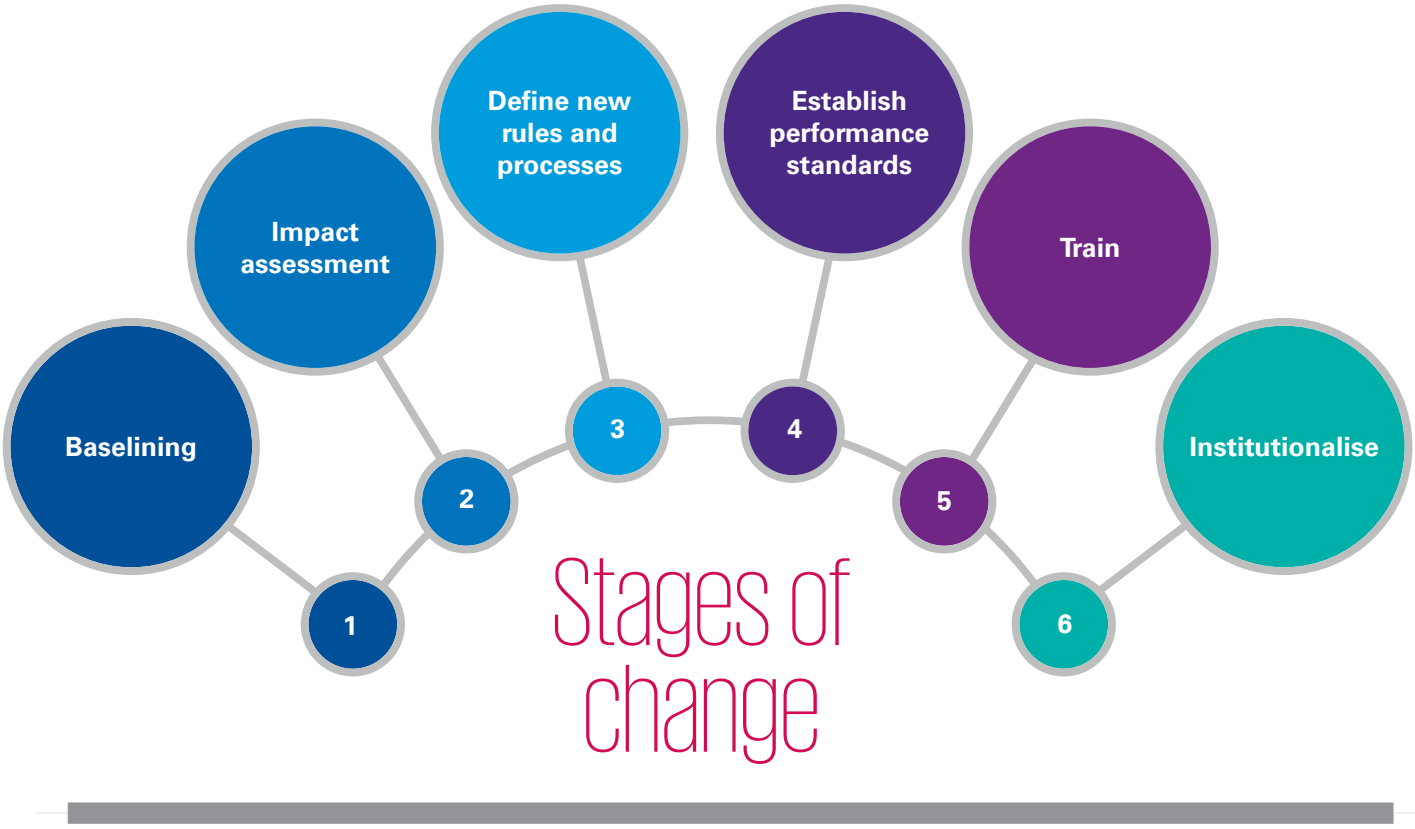
Change management must go through phases of concurrent definition evaluation, measurement, analysis, improvement and sustainability. It involves laying out the customised IBP structure, key activities and milestones and people involvement. This is not only instrumental to deploy a new process and technology successfully but also to sustain and drive the change. It becomes imperative that people be prepared and guided well throughout the process. Financial success and operational improvements therein will be more dependent on how individuals embrace the change.

A successful recipe for change takes place in multiple stages of preparation involving understanding the current scenario, managing and educating teams and individuals, developing a culture of regular measurement, trainings and discussions to reinforce the change and make it sustainable.

4.4.1. Stages of Change

While most of the steps mentioned above are standard across organisations, a certain organisation specific customisation can be taken in case while developing change management plan, depending on the appetite for growth, the current maturity of the organisation and some other parameters.

Stages of change



> For a successful IBP implementation organizations require true understanding of current maturity level, leadership alignment including executive sponsorship and an executable change management plan

– Neeraj Verma
Partner
Customers and Operations
KPMG in India

For organisations that are highly mature in their planning process, IBP deployment would be the next logical step to capture and generate better results and efficiencies. On the other hand, organisations that are not mature in the planning process would require detailed strategy maps along with a change management roadmap to achieve success in bringing IBP into the firm. An effective measurement system needs to be put into place to govern the progress of IBP deployment in an organisation.

Level	Baselining	Impact assessment	Define new rules, processes	Establish performance standards	Train	Institutionalise
6						Reinforce change/ support to sustain the change till it becomes an integral part of the organisational culture. This requires regular updates, trainings and measures to ensure that IBP has been successfully implemented and teams are functioning as per governance mechanisms.
5					Managing and educating either teams or set of individuals during the change process is one of the most critical. Once the integrated planning design is put into action, it becomes imperative that either teams or set of individuals are regularly educated to the process changes. During the change cycle it is important for change leaders to manage escalations and interruptions to the cycle.	
4				Leaders define new measurements and performance standards to be expected from the planning design change. In order to change the planning process, it is important "what" we measure, "how" we measure and "who" measures changes.		
3			Once the baseline understanding of the planning process is in place, the change agent can target issues which can be realistically altered and develop change strategies for the same. This would involve developing strategies for each stakeholder group and how to overcome resistance to change.			
2		Map who are the stakeholders in planning and how will they be impacted with a change in planning process. An example - capture how current forecasting process is conducted in the team, what are the KPIs to deliver performance in demand planning.				
1	Understanding the current planning baseline for the organisation from which improvements will be measured or tracked.					

4.4.2. Cornerstones change management banks on for a successful integrated business planning deployment

A successful recipe for change management during IBP deployment is built on cornerstones of leadership, employee and target customers for change, cross-function interaction and coordination, change champion and implementers, and hands-on teams working on the change process:

Cornerstones of successful change management

- **Leadership:** Before even starting to design the very first step of IBP planning, it is important to identify and engage the right stakeholders. These stakeholders are the ones who will shape and steer the change. Some of the stakeholders may own business KPIs. C-level executives and leaders of various functions are some of the stakeholders who need to be involved early on, not only to design and give direction to change during IBP deployment, but also to drive and inculcate a culture of change during and post the transition to a new IBP process.
- **Change champion/agents:** These are people identified from within or outside the organisation, who take ownership to drive the change. There is a change champion who will overlook and drive the entire process of IBP deployment and work with teams from various functions of finance, demand planning, supply planning etc. Other change agents are identified from various functions who will take ownership to drive changes within their own functions. The correct set of people need to be identified to oversee such a critical role:
  - Employees who have expressed a desire for career development, usually the first ones to volunteer for projects
  - People who are well connected not only with their teams but also across the organisation
  - The one who understand the business, industry and not just their own function
  - Team members whose priorities are about meeting goals rather than impeding development
  - Those who have the capability to address the doubts, queries and anxieties of team members by showing an inclination to be good listeners and guide the team through change
- **Employees/target customers of change:** It is important to communicate to the entire organisation the need for change, explain the roadmap and lay down the new expectations from the team members before, during and after IBP deployment. Some team members might have to take additional responsibilities while IBP process is being deployed.

For an effective change in the organisation, it is important that everyone understands and prepares it. This can be achieved only through active participation through workshops, seminars and training sessions.

- **Cross-function interaction:** IBP is built on integrating various functions such as demand, supply along with financial planning. IBP is about cross functional goals and requires the right KRAs to be put in place. For example, by aligning forecast accuracy as a shared KPI between demand planning and sales, it is possible to create more accurate forecasts, which in turn would ensure supply chains work on higher fulfilment rates. It is important that cross functional teams work towards common goals and regularly interact to measure and track the performance on these common goals.
- **Core implementation Team:** This team coordinates with all stakeholders right from C-level executives, departments' heads and employees who will be impacted by the change. It is responsible for design and development of IBP process, what the governance mechanism and KPIs would be in future processes, and all changes associated with deployment. This team becomes the CoE for planning organisation and drives improvements across the planning teams. People identified as change agents can also find place in the core implementation team.

4.4.3. Tools, techniques for IBP change management journey

To undertake a change journey in an organisation, and to ensure buy-in and continuous involvement during the entire journey, change agents use various tools and methods to create a high degree of participation from the stakeholders. These tools and methods are useful to drive a culture of change and ensure that doubts, queries and fears of employees are addressed in the right forum.

Tools, techniques for IBP change management journey

Workshops

Workshops and brainstorming sessions should be used to ensure active participation of all functions in review of as-is processes and generation of improvement ideas

Classroom training

A need gap assessment can help build on content to deliver classroom trainings on required topics to build and refine technical knowledge of the teams

Role-plays

Role-plays help in equipping diverse teams and to carry out various activities and understand and meet expectations of other stakeholders

Case studies, simulation games

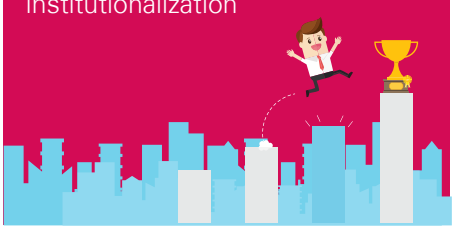
Various case studies, online materials and simulation games support the rapid learning of functional teams to deliver quick change.

Online/offline tests

Power users and nominated key people should undergo certain certifications and tests prepared by consultants to assess their knowledge and ensure that gaps are addressed

Gamification

Internal contests including scoring systems ensure active participation and healthy competition to fast-track institutionalization



4.4.4. Building a planning centre of excellence and role of change agents

The backbone on which an effective and efficient planning organisation is built depends on master data management and governance mechanisms. It is important to have a robust data management process in place to ensure that data integrity is maintained along with proper hierarchical structures for data management. Historical data needs to be cleansed and normalised before statistical forecasts can be generated. Improper cleansing will lead to poor forecasts and impact not only accuracy but also supply chain performance.

Master data management covers all facets of planning such as SKU master management, vendor, distributor and raw material master management. Such volumes of data need regular inspection and corrections in the IBP process. Change champions work on building a data centre of excellence (CoE) by managing the different data masters along with new product introductions in the system and deactivation of old SKUs. The core objective of the data CoE is to work in tandem with the planning teams to provide consistent master data and reporting to support management decisions.

Along with data CoE, change agents focus on building an IBP centre of excellence which works on delivering insights, evaluating alternate scenarios and tracking KRAs across teams etc. to drive performance based on common organisation goals. The planning centre of excellence represents the multiple functions involved in planning such as sales, demand planning, manufacturing, procurement, FP&A etc. It works on building detailed volume and value plans considering multiple scenarios, performs target setting and tracks KRAs across teams to deliver results.

The core teams for planning and data management ensure that planning becomes a centrally controlled function. This provides the benefit of increasing adherence to standard procedures as per CoE, working within timelines and most importantly ensuring that a single detailed plan is generated. The single source of planning enables entire organisation to work cohesively and improve on supply chain metrics of delivery, quality and conformance.

The teams can still work independently, for example demand planning works with sales and marketing teams to create demand plans basis market intelligence and statistical forecasts, however since all planning is centrally controlled this requires teams to connect over a common platform that allows ease of data flow and management. This enables team to run real time scenarios and take best possible decisions. Similarly, supply planners can operate a module on the common platform. However, since the entire function is on a common platform and centrally controlled, they can run multiple scenarios and see their impacts on key organisational goals and KRAs.

Creating a planning and data CoE ensures a neutral avenue for review to ensure that individual or team bias is eliminated, with priority being given to collaborative achievement of organisational goals.

The IBP change management depending the size of organization, complexity of business, Interdependency with multiple associated businesses may warrant a need to establish a central organization to effectively govern the process. IBP Centre of excellence (IBP CoE) can be established in such organizations with a motive to ensure change management, driving process improvements in planning, adoption of new technology and effective communication between departments.

Some of the key objectives for IBP centre of excellence are

- Align the IBP process in line with business strategy and objectives for optimal execution
- Help drive organizational adoption of the IBP process to improve control and utilization of resources
- Support continuous process improvement in business planning with optimal design to align with organization structure, accountabilities and complexities
- Adopt new technologies to improve/ facilitate process execution and decision support system
- Coach and mentor people involved in IBP design to ensure learnings and process knowledge is trickled down to other IBP users in the organization
- Periodically evaluate existing process maturity against global benchmarks to ensure process evolution.

Benefits of Integrated business planning

While implementing projects on scale of IBP, organisations look to have returns both from a financial angle and a corresponding improvement in KPIs. In our observations, few of the important KPIs (the list is not exhaustive) organisations focus on are as below.

Illustrative ROI table from IBP

Cash flow				Generated by
Income statement	Organic	Sales	Ensure availability and avoided lost sales	Making better business decision
			Higher margin contribution and premium	
			Avoid product cannibalisation	Using a faster planning cadence
		Pricing	Product and category lifecycle management	
			Alignment of brand with organisation's vision and values	
Revenue		Channels	Market events and pre-empt competition	Identifying risks and opportunities faster and consistently
			Short term and long-term product strategy	
		Marketing	Real time data flow, market insights and trends	
			Effectiveness of marketing spends and lower discounts	Challenge assumptions regularly
	In-organic	M&A	Pre-empt competition	
			Business integration and synergy	Analysing alternatives with common facts and assumptions across the functions
			Cross-functional participation and visibility	

Cost	Direct	Direct materials	Material flow, information flow and traceability	Agreeing to optimal cross - functional resolution and C-suite participation
			Optimise number of changes and set-up times	
		Manufacturing	Sourcing strategy for product and raw material	
		Procurement	Spend analysis and contract management	
			Lower freight, demurrages and detention	Define RACI and escalation paths
		Logistics and distribution	Revenue and cost trade-off with delivery and efficiency	
	Indirect	General and administrative	Higher personal productivity	Improving strategic vs. tactical time investment
		R&D	Fewer customer penalties	
		Corporate expenses	Reduce write-offs across the value chain	Evaluation of business Trade-offs and financial scenarios
Balance sheet	Working capital	Inventory management	Statistically derived inventory norms and segmentation	
		Account receivable	High inventory turns - Raw, WIP, FG and others	Optimising capital investments
		Account payable	Effective days sale and payable outstanding	
Investment	Invested capital	Asset acquisition and divesture	Higher RIOC	
			Create entry barrier through resource-based strategies	Generate single source of truth
		lease management	IP rights	

To measure the returns, it is important to baseline the KPIs prior to starting and track them on a regular basis. Successful IBP implementations have seen increase in KPIs across all focus areas. While defining the KPIs is industry specific, having key KPIs identified at beginning of IBP is important to measure the improvement. The operational KPIs in turn impact the financial KPIs.

IBP can help organisations adapt to ever changing business needs. A successful IBP implementation often captures one to three per cent margin points by highlighting issues and opportunities sooner, conducting better analysis and making cross-functional decisions faster.

While typical KPIs used can be split across different categories – qualitative/quantitative, leading/ lagging, efficiency/productivity/ effectiveness, it is important that organisations chose right amount of KPIs that are measurable and facilitated by technology for continuous review.

Integrated business planning emerging trends

> As consumer engagement models evolve, supply chains are becoming even more complex and the success of supply chain models are now related to consumer satisfaction. Hence conventional boardroom decision making on product and consumer strategies will be overwhelmingly difficult and daunting. This calls for an adoption of advanced IBP solutions with sophisticated machine learning and AI algorithms that can be configured to analyse all available data to make educated decisions. This will allow organisations to leapfrog their supply chain maturity, consumer satisfaction and responsiveness.

– Neeraj Verma
Partner
Customers and operations
KPMG in India

While technology evolution will play an important role in shaping the utility of IBP, many companies have started working towards leveraging existing technology and process reengineering to improve current planning process.

In Indian context, organisations are focusing on three key aspects.

6.1 Leveraging existing and alternate technology

Companies are focusing on facilitating IBP via use of intelligent planning tools and mobility solutions. This is more from a focus to improve the current collaboration between teams, digitisation of processes and establishing single source of truth. All planning records exist in the system and can be archived for improved reference over time.

Companies are evaluating options of taking advantage of new technology disruptions in India such as 4G and low-cost smartphones. The working teams can be connected using network and host of apps that track process steps, measure efficiencies on real time, support basic decision making through machine learning and analytics. Blockchain can also play an important role in information security and transparency.

6.2 Focusing on exception-based planning

While supply chain performance within organisation can be improved using technology, rising manpower cost and increasing supply chain complexity create barriers to visualise and act on problems in a supply chain. With increasing VUCA business view, supply chains are expected to be more agile, responsive and saturation factor of analysis can prove to be serious impediment. Many companies are attempting planning on exception which means that traditional planning is completely managed by the technology and business rules defined using RPA (Robotic Process Automation). The exceptions as and when they arise are only monitored and acted by team based on severity and novelty. Machine learning algorithms analyse several data sets in real time to predict exceptions in advance and provide alternative solutions or act.

Currently the technology of learning is demonstrated in algorithmic trading in equity markets. With new models on data processing and storage emerging, it will soon be leveraged by large players with high market share and revenue in coming years.

6.3 Supply chain planning as service

While planning always remains a core function to several large organisations, it becomes an increasingly expensive affair for small companies to keep up with the innovations and complexities generating around supply chain. They will rather focus on getting planning done through intelligent organisations and focus on monitoring performance of planning. The incentives to companies managing the planning function will depend on the agreed improvement metrics. The supply chain organisation can become redundant here as many of the operations may also be outsourced to keep the graph lean and cost effective.

Further rise of circular economy (lighting as service, engines as service) for certain industries will demand focused approach on planning which will require high degree of sophistication supported by large manpower to be managed by specialised companies across the value chain.

Without data you are just another person with an opinion

- W Edwards Deming

7. Our point of view

It is clearly established that the traditional process and concepts of planning cannot help businesses in keeping pace with the rapidly changing environment, advancing technologies and increasing awareness among consumers. In today's scenario, integrated business planning is the way to drive growth through scenario planning aligned with organisation's long- and short-term strategic goals.

IBP executes the principal of collaborative planning, forecasting and replenishment in real sense. It includes customer in the process of effective collaboration. In recent KPMG in India survey,[10] 80 per cent of the chief supply chain officers ranked customer centricity to be key emerging themes for the supply chain of the future. IBP not only onboards customer onto the network but makes them part of planning process. It also evaluates the agility with which internal suppliers can fulfil customer requirements in the value chain. Through this process, supplier is made aware of the demand fluctuations to enable committing resources for the benefit of everyone across the value chain. IBP gives deep emphasis on collaborative execution of plans and manages exception in the process.

The need is for AI enabled planning systems which can work with smart data and enterprise knowledge graphs to deal with near real time challenges in most efficient manner. Smart data helps organisations in spotting risks and opportunities much ahead of time. While every organisation has presence over social media and internet incorporating the web intelligence is still a challenge for most of the organisations.

Various interactive modules of IBP

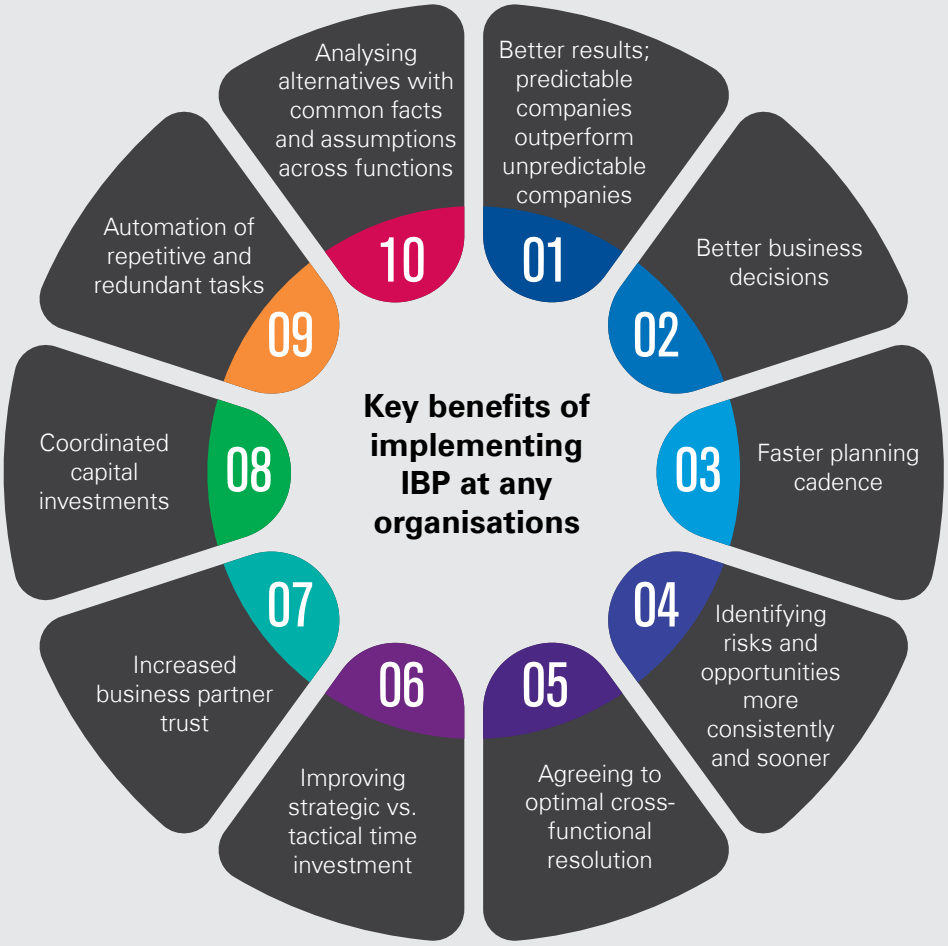
10. KPMG survey : supply chain in india : A reality check

An integration of planning with finance and enabling technology interface such as big data analytics, cloud and machine leaning capabilities, lets organisations develop a competing edge. Mature organisation provides better service levels and customer experience. They can deal with supply chain risks with minimal disruptions in their operations and services.

IBP with the help of proper technology interface and planning tools reduce conflict and shortens meeting times. Its ready data driven environment facilitates decision making and automates redundant task. This leads to reducing the need for the physical availability of CXO in day-to-day meetings and creates a plan of records alongside. It also enables remote working environment and brings the ability to churn out analytics in short span of time with the use of latest technology platforms.

The traditional roles of supply chain and operation excellence needs to be enhanced to operations strategy and scenario analysis with digital proficiency to successfully drive supply chains of the future.

To summarise, below are key benefits of implementing IBP:



The question that business organisations nowadays ask is "Can IBP be implemented in the organisation, and how do we go about implementing it?". We need to understand that no two organisations follow the same matrices – vision, mission, core values, culture, value chain cluster, business model, processes, facility and network. While implementing IBP, a customised blueprint is prepared. IBP implementation process for any organisation is established based on their current maturity level and their specific long and short terms goals.

8. Annexures

8.1 IBP maturity self-assessment

As a first step in your organisation's journey towards integrated business planning, please fill the questionnaire in the annexure to assess the current maturity level of your business organisation. By the end of questionnaire, you will obtain a score. Basis your organisation's score, you can identify rating as either of following - industry leading, optimising, collaborating, anticipating and reactive.

To assess the current maturity level of your business organisation please take the survey provided below.

1. How long is your existing demand and supply planning horizon?

a. 18 months or more

b. Up to 18 months

c. 12 months

d. 3 months

e. 1 month

2. The current planning process in your organisation is done

a. Using integrated business planning tool with advanced data sensing, analytics (predictive and prescriptive) machine learning, blockchain, knowledge graphs and AI algorithms with consistent taxonomies and definitions

b. Using integrated planning tool with optimisation techniques, financial planning and analysis interface

c. Using solver and algorithm-based macro enabled excel sheets

d. Using connected excel sheets

e. Using disparate excel sheets with no standard formats

3. The data provided by current planning process

a. Is consistent and quality is continuously improved; KPIs are well defined and tracked; and accountabilities are used to drive shared ownership of business performance

b. Is consistent; common set of clearly defined KPIs and accountabilities are used to drive shared ownership of business performance

c. Is easily available; single source of truth is established, KPIs are well defined and tracked

d. Is not aligned; nor are KPIs aligned, making it difficult to consolidate for analysis

e. Information regarding demand, supply, inventory and new product development exists in multiple spreadsheets, are not linked and require manual manipulation to provide summary demand/supply view

4. For demand planning there is

a. An established process aligned with interfacing processes (e.g. new product introduction, advertising, promotion); demand plan achieved through rules-driven process across functions that focus on critical assumptions; feedback loop with new product development is effective; demand shaping helps close gaps to plan; taxonomies are defined and are consistent

b. An established, well-defined process, that uses forecast streams (statistical forecast, with best case scenario fit, sales forecast), segmentation and market information

c. An established process that is aligned with interfacing processes (e.g. new product introduction, advertising, promotion); demand plan achieved through rules-driven process across functions that focus on critical assumptions

d. A demand planning process exists but without distinction between sales forecasting and demand planning

e. No formal demand planning process exists, sales forecasting is ad-hoc and inconsistent

5. For supply planning

a. Process is well-defined, includes scenario management extended to vendors with pre-defined material and capacity flexibilities. Master production schedule and material requirement planning is used to drive production with total consideration of other supply and manufacturing parameters (E.g. overall equipment effectiveness, productivity, asset utilisation)

b. Process is defined, includes scenario management with extended process horizon to support strategic sourcing and decision making

c. Process is inconsistent, with limited scenario evaluation for capacity planning, master production schedule, material requirement planning is used to drive production with limited consideration of other

supply planning parameters (E.g. overall equipment effectiveness, productivity, asset utilisation)

d. Ad-hoc process with rough cut capacity planning (RCCP) capability and is only short term focused

e. Limited process (only production and detailed scheduling)

6. Inventory planning in the organisation is carried out

a. Using established norms with inventory segmentation that are statistically derived which are revisited at defined intervals; well-defined governance mechanism exists; metrics for measurement are defined to achieve a desired service level, it is also integrated with financial planning

b. Using established norms with inventory segmentation that are statistically derived, well-defined governance mechanism exists; metrics are defined for measurement, integrated with financial planning

c. Using established norms that are statistically derived, with defined governance mechanism and some defined metrics for measurement, not integrated with financial planning

d. Using established norms; with no governance mechanism and no defined metrics for measurement

e. Using an ad-hoc process

7. Department strategies and organisational strategy are

a. Completely aligned, integrated and shared across functions with C-level involvement to have a single version of plan

b. Aligned, integrated and shared across function to have a single version of plan with no C- level involvement

c. Not aligned, each department has its own plan, but organisational goals are cascaded to make these plans

d. Not aligned, each department has its own plan

8. For the planning team in the organisation

a. Roles, responsibilities, matrix and measurement mechanism for performance are well- defined and established, organisational goals are cascaded to individual function and teams; Cross-functional teams actively participate and drive the planning process to achieve business results, functional silos are eliminated and deep diving in performance issues is possible

b. Process ownership and functional roles clearly established and understood across the business organisation; RACI is implemented; escalation mechanism is clearly defined; process is supported by C-level executive and performance issues are monitored.

c. Roles are well-defined and established with some governance mechanism in place; C- level executives have some involvement in the planning process

d. Roles and responsibilities are defined with some structure; however, there are no dedicated resources; processes are typically driven only by the supply chain team with little or no involvement by other teams

e. Roles are inconsistent, not well-defined and skills of the resources are limited. Performance matrix are loosely defined

9. 9. Transaction details such as purchase order, goods receiving note and receipts, billing, discounts given to customers and vendors are integrated in the planning system

a. a. Material flow (finished goods, visibility of In-transit inventory, work-in-progress, purchase orders in process), information flow and traceability (sequence of operations, inventory locations, etc.) are central to ERP/DBMS system and lead to effective advance planning, scheduling, governance and financial control

b. Material flow (finished goods, visibility of In-transit inventory, work-in-progress, purchase orders in process), information flow and traceability (sequence of operations, inventory locations, etc.) are central to ERP/DBMS system and lead to effective planning

c. Material flow (finished goods, visibility of In-transit inventory, work-in-progress, purchase orders in process) and information flow is available but traceability (sequence of operations, inventory locations etc.) is not possible

d. Limited material flow (finished goods, visibility of In-transit inventory, work-in-progress) and warehouse stock is possible

e. None of the above

10. 10. Planning process encompasses scenarios and sensitivity analysis to evaluate the impact of different marketing strategies, promotional activities and lost sales on P&L, cash flow to evaluate effectiveness and facilitate decision making for frozen, tactical and strategic period

a. The impact is evaluated and documented for different scenarios and is used for effective decision making

b. The impact is evaluated and documented for only some scenarios and is sometimes used in decision making

c. The impact is evaluated for some scenarios and is sometimes used in decision making

d. The impact of different scenarios is not evaluated

11. 11. Market intelligence, market drivers, other external factors such as events, news, corporate social responsibility, social media, environmental factors which might impact the business are captured to create sales or marketing plan

a. Organisation uses advanced analytical tools, demand sensing and AI techniques which can capture external factors and provide actionable insights in terms of value/volume impact

b. Limited capability tool exists that can capture external factors but driving potential is a people driven process

c. Organisation has competent and motivated team to capture some market insights; however, there is a possibility for human bias

d. Market insights are captured in ad-hoc fashion with information being probabilistic in nature and the information captured is not effectively utilized and translated into developing revised sales plan and marketing plan

e. There is no process in place to capture these market insights, only experience based information is translated into insights

12. 12. The planning process and system of your organisation gives insights on real time performance of multiple channels across SKUs, brands and teams to form channel strategy and optimise spends on advertising, events and promotion

a.a. There is effective CRM/DMS which provides real time point of sale data to evaluate the effectiveness and relevancy of promotion and integrate with the planning process. The process also helps in developing hypothesis for sudden change in demand due to market events, competitor action and micro-economic conditions

b. There is effective CRM/DMS which provides real time point of sale data to evaluate the effectiveness and relevancy of promotion and integrate with planning process

c. Organisation has CRM/DRM to capture the customer data. However, there is no real time data for sale to capture effectiveness of advertising and promotion. The same is evaluated over a period with hypothesis

d. Organisation does not have any front facing software to capture customer/dealer/point of sale data

13. The current planning process can help in effective decision making

a. By providing insights on actual, forecasted and budgeted values, it can evaluate multiple real time planning trade-off decisions and facilitate in adopting business strategy for both short and long terms

b. By providing insights only for KPIs, trade-off decisions are not exhaustive, and are carried out only for critical KPIs

c. By only providing insights on some KPIs, trade-off decisions for planning is not possible

d. Can't help in decision making, as it doesn't provide any actionable insights

14. Planning can help identify potential risks and opportunities in short, medium and long term along with providing actionable insights to mitigate those risks and realising value of opportunities

a. Existing planning process is capable to predict changes in macro-economic and regulatory changes relevant to the industry. Unforeseen situations such as strikes, agitation, weather patterns are captured through data sensing techniques and AI algorithm to develop rapid response strategies.

b. Various function/department, through its network of customers and vendors, gather information over changes in macro-economic factors, regulatory changes, unforeseen situations such as strikes, agitation, weather patterns

c. There is regular planning cycle and frozen period. No changes are entertained during frozen period. However, current statistical tools provide forecast, which is enriched by input from sales and marketing function.

15. The current planning process gives end to end visibility on critical KPIs, how they impact different financial metrics.

a. It is possible to evaluate impact of marginal increase of each department KPI with respect to leading business KPI (Revenue (Top-Line), Market Share, EBIDTA, OCF)

b. It is possible to evaluate impact of marginal increase of some department KPI with respect to leading business KPI (Revenue (Top-Line), Market Share, EBIDTA, OCF) as per balance Score card

c. Department KPIs are not linked with respect to leading business KPI (Revenue (Top-Line), Market Share, EBIDTA, OCF).

16. 16. The current planning process can help track actual performance against AOP (Annual Operating Plan) and budgeted KPIs, thus giving actionable insights to make objective decisions for achieving targets

a. Actual results are tracked and compared with year to date operating plan, also root cause analysis is possible to generate actionable insights

b. Actual results are tracked and compared with year to date operating plan, but no RCA is done to generate actionable insights

c. Actual results are tracked but not compared with year to date operating plan

17. Governance mechanism, SLAs, policies, guidelines, agreements and KPIs for vendor, supplier, customer collaboration

a.Is well-defined and accessible by all participants; block chain is in place to synchronise performance across network of suppliers and vendors; collaboration process is reflected in commercial and operating agreements; commercial and risk management policies are aligned across all supply chain partners

b. Is well-defined and accessible by all participants; collaboration process is reflected in commercial and operating agreements; commercial and risk management policies are aligned across all supply chain partners

c. Is defined and documented and accessible by all participants; process conformance is measured and reported; key collaboration metrics integrated in planning process

d. Is loosely defined; collaboration process is reflected in commercial agreements occasionally

e. Not defined; commercial agreements are not consistently in place

18. The current planning cycle takes into consideration reverse logistics and multiple scenarios are evaluated to choose the one with most optimum result

a. Current ordering process is automated to an extent that it predicts and captures the returnable assets, repairs and rejections details to optimise working capital

b. Current planning process can capture the returnable assets, repairs and rejections details to optimise working capital

c. Current planning process is unable to capture the returnable assets, repairs and rejections details. However, they are treated separately as part of inventory liquidation and schemes

d. Current planning process is unable to capture the returnable assets, repairs and rejections details

Maturity levels: Guide to scoring

Points assigned for each option as: Option a – 1 | Option b – 2 | Option c – 3 | Option d – 4 | Option e – 5

Score Range (Points)	Maturity Level
18 – 24	Industry Leading
24 – 36	Optimizing
37 – 50	Collaborating
50 – 64	Anticipating
64 – 79	Reactive

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IN OUR ABILITY TO TRIUMPH OVER ANYTHING
IN OUR SPIRIT OF UNDYING ENTHUSIASM
OUR DRIVE TO ACHIEVE THE EXTRAORDINARY
UNMOVED BY FEAR OR CONSTRAINT
WE'RE DRIVEN BY JOSH AND IT SHOWS

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