

# BEM VINDOS, BEM VINDAS !

7ª Edição  
**Fórum de Práticas em**  
**S&OP**  
S&OP - IBP - Planejamento de Demanda

**PALESTRANTE**  
**CONFIRMADA**



**Wiviane Sales**

Process & Operational Excellence -  
IBP Integrated Business Planning  
MEDTRONIC



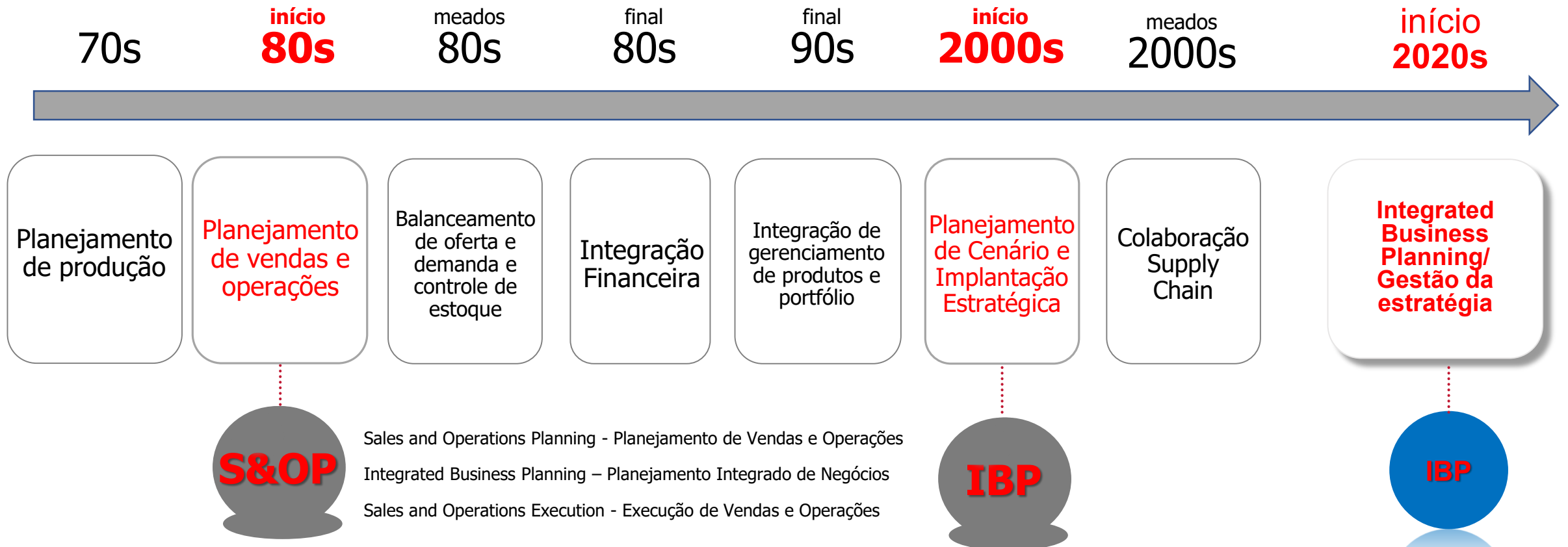
Realização  
**yvent**  
[www.yvent.com.br/sop](http://www.yvent.com.br/sop)

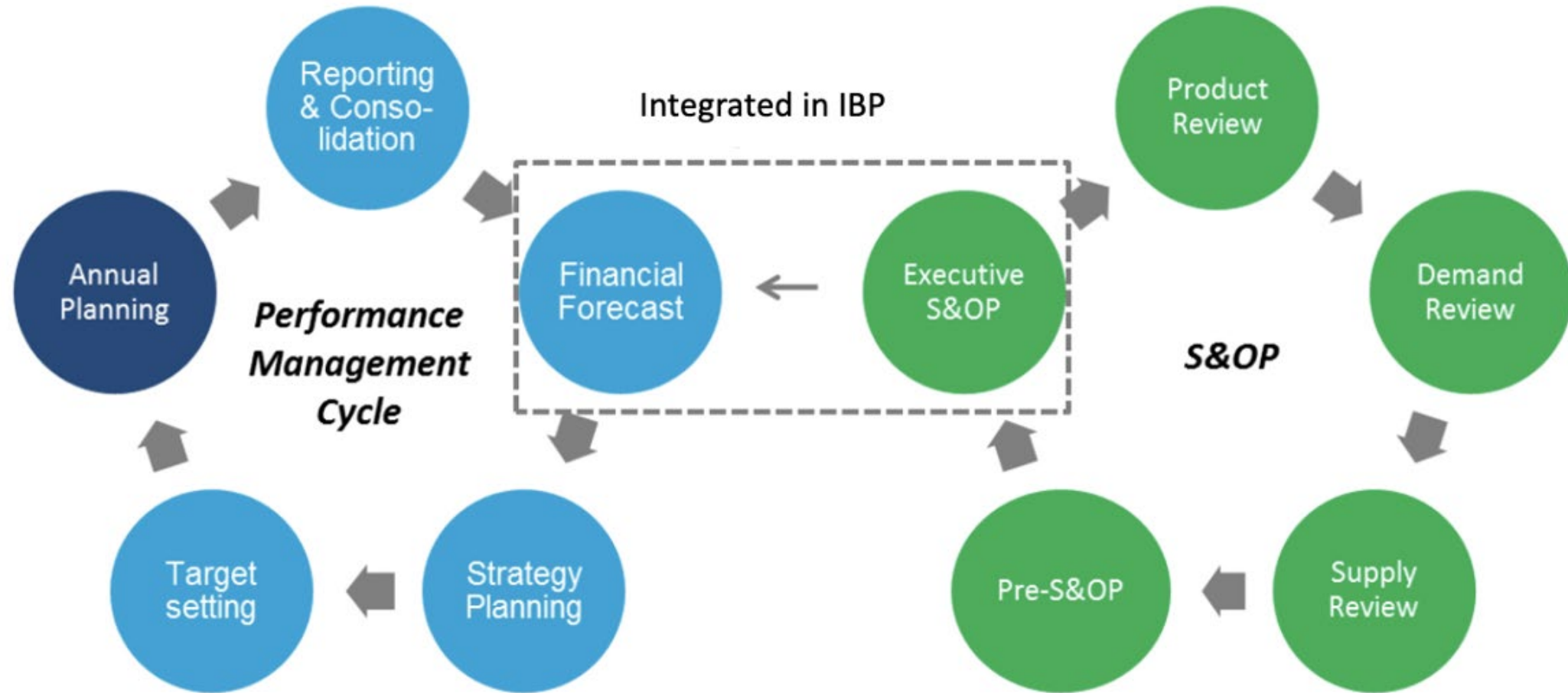
## *IBP - Integrated Business Planning – Planejamento Integrado de Negócios*

- ✓ *Como a empresa pode atingir a maturidade do processo*
  - ✓ *Desafios*
  - ✓ *Benefícios*

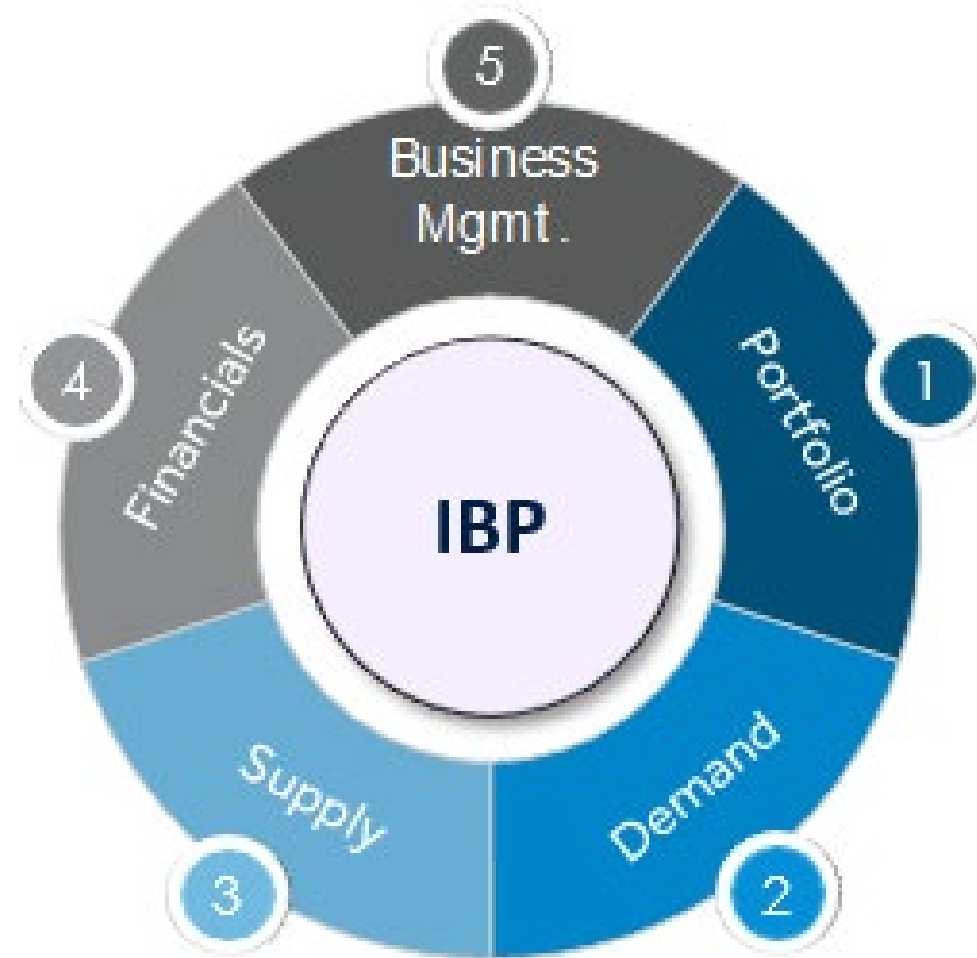


## EVOLUÇÃO DO IBP ( $S\&OP > IBP \neq S\&OE$ )

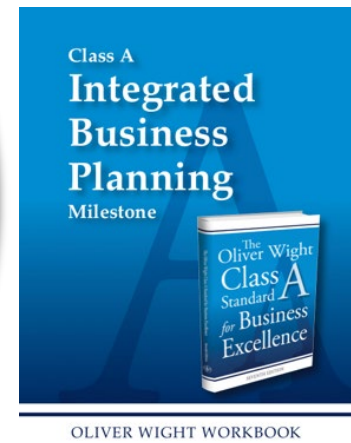
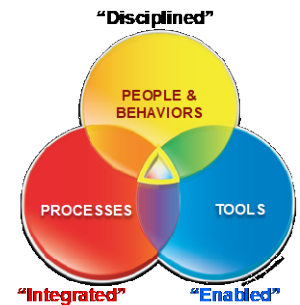
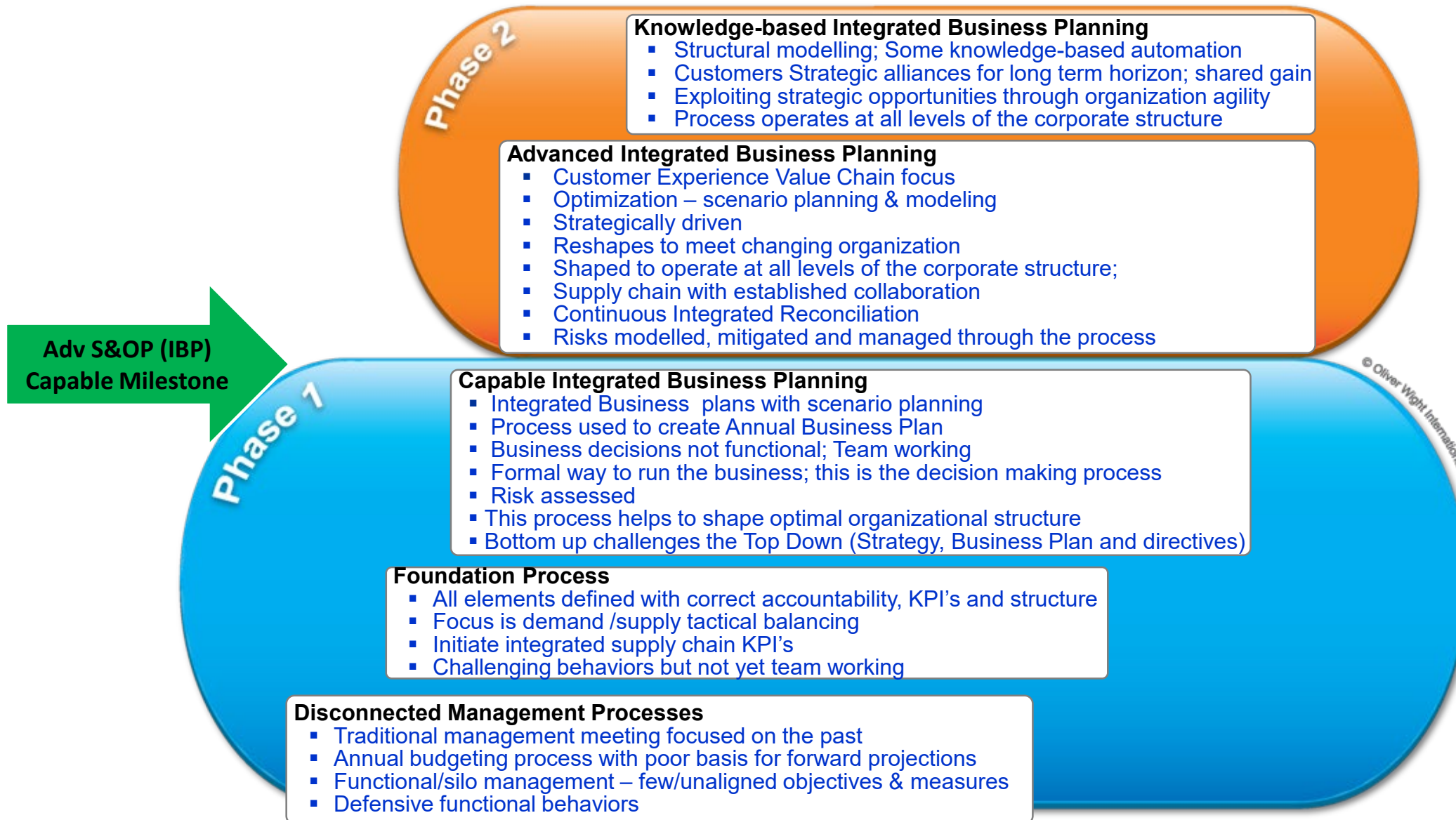








# IBP – MATURITY (ADVANCED S&OP) – CAPABLE MILESTONE



# IBP - INTEGRATED BUSINESS PLANNING PROCESS

Characteristic	Typical Good						Typical Poor						Rate
	10	9	8	7	6	5	4	3	2	1	0		
Behavior	Committed, Realistic, Integrated, Teamwork						Compliant, skeptical, assign blame, passive						
Frequency	Monthly						Weekly/Quarterly						
Horizon	24+ month rolling						Historical bias; 3 to 12 month or shrinking						
Language	Segments, Brands, Products						SKU & detail						
Decisions	Tactical and Strategic						No decisions, Information sharing						
Business Focus	Exception-based routine re-planning, company perspective						Short-term Functional planning						
Involvement	Executive Led with Middle Management						Middle Management						
Outcome	Gap-Closing Plans linked to execution						Production output						
Process	Strategy Deployment Driven; Integrated with Financial Planning						Meeting to review volume numbers						
Performance	Review performance to date and projected performance						Historical, no causal analysis or corrective action						
Optimization	Scenario Modeling, Risk Mgmt						A plan						



# IBP MATURITY ASSESSMENT

## OVERVIEW

### WHAT

- A tool built upon industry best practices identified by Gartner
- Used to measure progress across 6 key elements (outcome, process, organization, metrics, time horizon, technology)

### WHY

- Measure progress & ensure we achieve desired outcomes
- Identify gaps and develop course correction

### WHO

- Facilitated by IBP leads
- Participants: key contributors from Sales, Marketing, Finance, Supply Chain, Regulatory

### WHEN

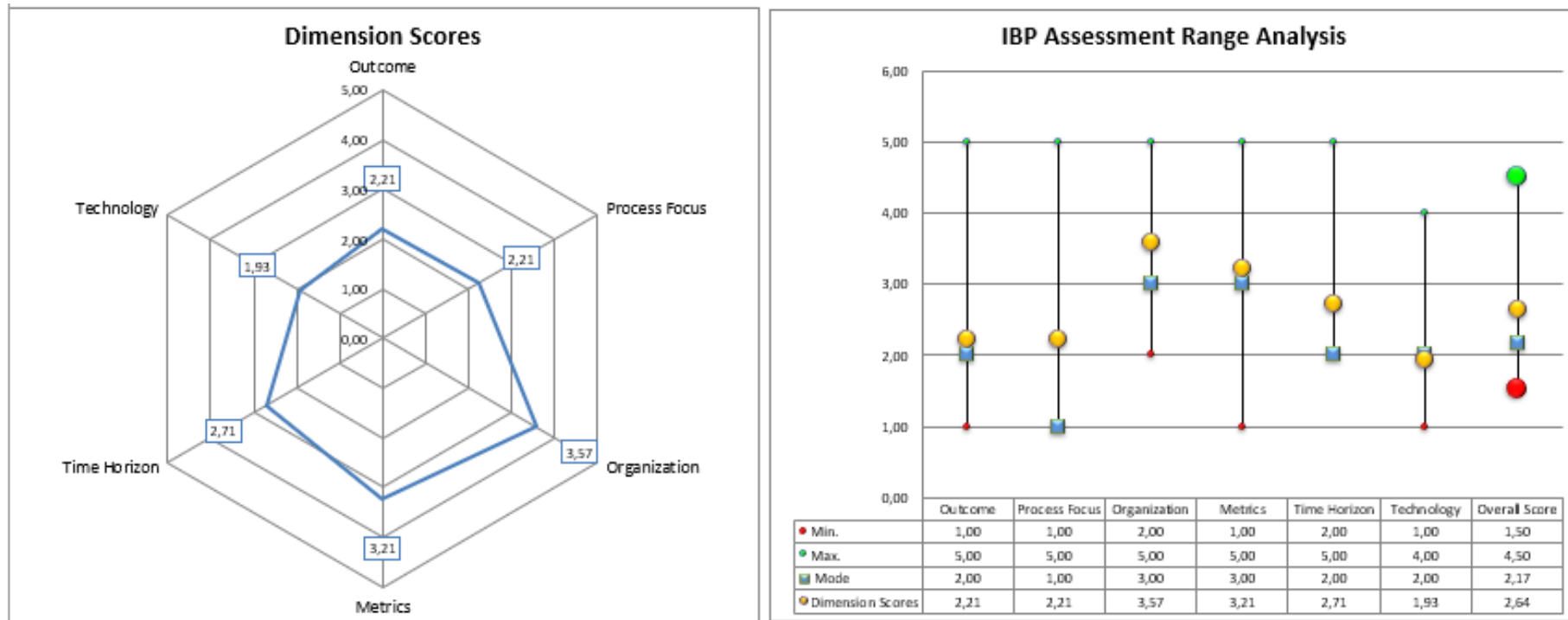
- Baseline was September/October FY23
- Repeat at the end of Q4 FY23
- After that once a year at the end of Q4

## MATURITY JOURNEY



**Further Defined: End of FY22** – All OUs at Stage 2 at minimum; **End of FY23** – Org average maturity Stage 3

## IBP MATURITY ASSESSMENT

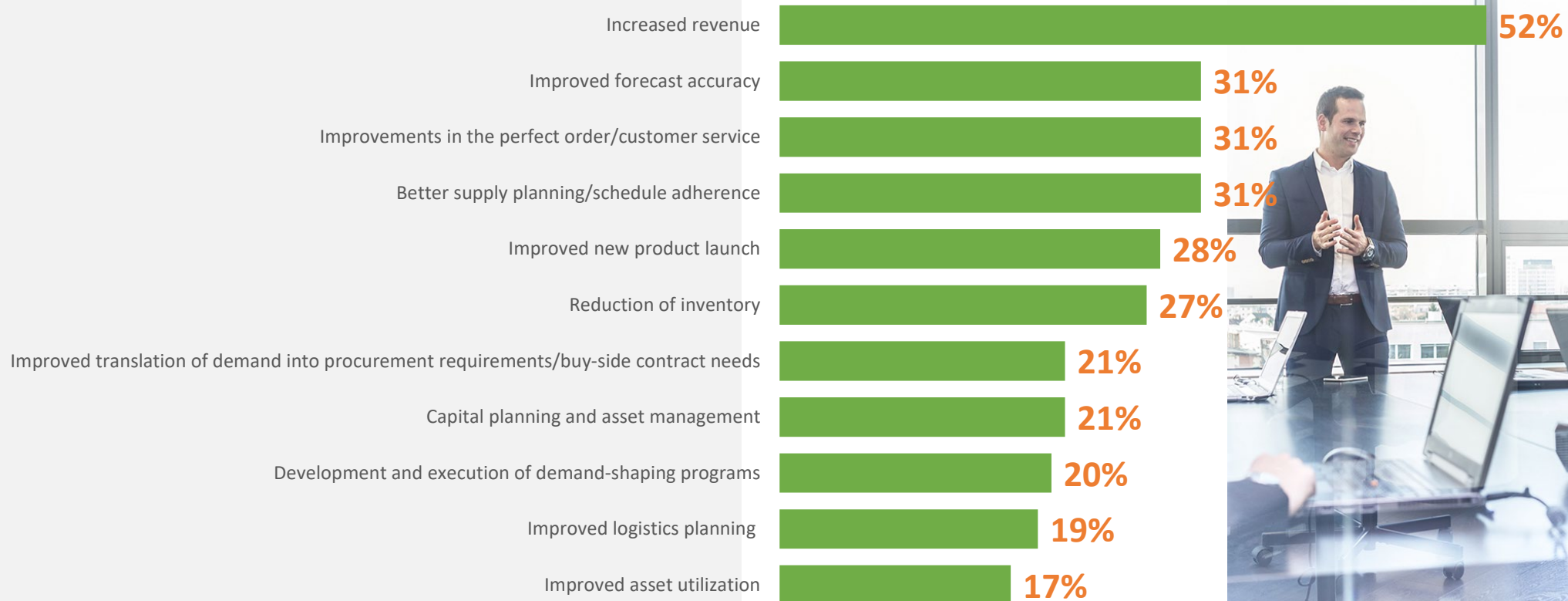


Dados fictícios

## *WHAT AN EFFECTIVE IBP PROCESS LOOKS LIKE*

- ✓ The company's functional plans are aligned. These plans include sales, marketing, supply chain, operations, product and portfolio, and the resulting financial plans.
- ✓ Bias has been eliminated from product, demand and supply plans.
- ✓ The planning horizon is at least 24 months rolling to ensure that capabilities required to support the execution of the plans are available, developed, or acquired.
- ✓ Projected gaps in achieving the business plan (annual plan) and in deploying strategies are identified with sufficient time to act to close the gaps.
- ✓ A balanced and integrated set of KPIs measure business performance to determine how well the company executes its plans and achieves its goals - and to take actions to sustainably improve execution.
- ✓ The company operates to one set of integrated numbers used by all functions in the business.
- ✓ The company Leadership Team owns and is actively engaged in the process.
- ✓ IBP helps to create empowerment that enables decisions to be made at the right time by the right people.
- ✓ The benefits of integrating the company's core processes monthly ensure that top-down decisions and commitments are routinely aligned with bottom-up plans, information and decisions.

## TOP BUSINESS BENEFITS ATTRIBUTED TO “IBP”



\* Benchmark OW Class A Companies

Sources: AMR, Aberdeen, Ventana

Fonte: <https://oliverwight-eame.com/resource/books>

## *Dúvidas ?*





## *Fontes e reconhecimentos*

Fontes para base teórica



Fontes para base prática



<https://articles.involvation.com/ibp-and-the-power-of-one-plan>

WhatsApp contact



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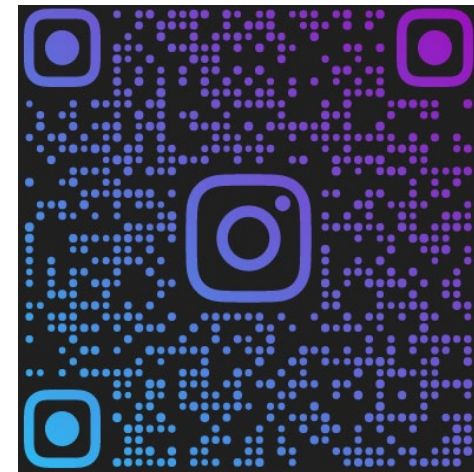
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