



IBP

*5 Star
Assessment*



Dave Manning
DM Integration Ltd (DMi)



IBP
5 Star Assessment

by

DAVE MANNING







“I am driven by the firm belief that the development of people is the most critical success factor for any business. It is my mission to bring about a fundamental change to the face of industry by pioneering ‘Leadership Through Integration’ of people, processes and systems.”

“To achieve my mission I will draw from my 30 plus years’ experience in manufacturing together with my drive for business excellence and lifelong passion for people and horses.”


Dave Manning





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IBP 5 Star Assessment

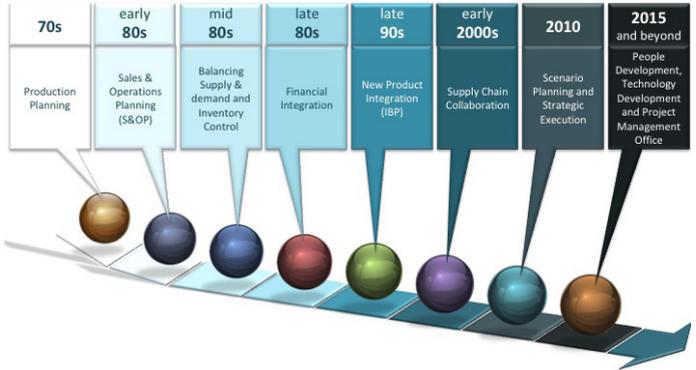
Purpose

To assess the maturity level and road map to excellence (5 Star) of a companies Integrated Business Planning process as part of a full integrated business excellence mode that ensure alignment of all planning and execution processes from strategic to tactical and across the end to end supply chain.



The assessment is broken down into a series of 10 questions that in turn are divided into a number of elements. The idea is to rate the main question and the elements to give us the opportunity to structure the overall question rating. This is not an average of the elements but does help to formulate the overall rating.

Integrated Business Planning has evolved from the early days of S&OP back in the 1980s



Today's process is intended to be the 'primary (not the only) business management process' and is a continuous monthly cycle held together by a series of reviews and glued together by the IBP Team (Gang of 5) who act as orchestrators for the monthly process.

Integrated Business Planning Process





1. Integrated Business Planning (IBP Framework)

An IBP process is in place that is seen and used as the primary business management process that ensures that the vision and strategy of the business are fully executed. The process is designed to be flexible and respond to changing business conditions.

0. Not Doing	1. Poor	2. Immature	3. Good	4. Very Good	5. Excellent
<input type="checkbox"/>					

Process

IBP is the primary management decision making process for the organisation.

The head of the business demonstrates their ownership of the process and the Leadership Team demonstrate their ownership and accountability for each step.

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Process Horizon Focus and Frequency

The process is a monthly process covering a rolling business horizon of a minimum of 24 months but not limited to (at any time in the current year being able to see the next full year). Typically rolling would mean adding 3 months every quarter (in other words the horizon would vary between 24-27 months).

The focus would be medium to long term and not the first three months of the horizon.

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Review Agenda

Each review is focused upon addressing business issues and gaps. The reviews are decision making meetings (2-3 hours). The agenda is:

- What has changed since the last time we reviewed these plans (last month)
- What business implications does that present
- What decisions and actions are required.

The review is presented with issues by exception, options and recommendations for decisions. They are orchestrated by the IBP Team member (G5) and chaired (owned) by the relevant Leadership Team member

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Policy

A written IBP Policy exists that contains a clear statement of management commitment, purpose, documents the process expected behaviours, agendas, horizon, participants and expected deliverables.

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2. The Process

The process includes a series of integrated business reviews (see previous process chart) that reflects the business accountabilities and organisation structure.

0. Not Doing	1. Poor	2. Immature	3. Good	4. Very Good	5. Excellent
<input type="checkbox"/>					

Process Design

The process has been mapped and shows the structure of the elements across the organisation structure, including data flows (inputs/Outputs), timing, accountabilities and decision rights.

0	1	2	3	4	5
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The process is designed to reflect business accountabilities at BU, Regional and Corporate levels. Each review has a clearly identified owner (from the Leadership Team) an orchestrator (G5) and review participants (decision makers)

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The participants for each step are clearly identified with a mandatory attendance policy which includes a delegation upwards policy when attendance is not possible. The integration and preparation cycle, including 'feeder' meetings are clearly defined.

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The process calendar is available and visible over at least a rolling 12 month horizon which will enable full participant availability.

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The process is designed to align with regional, Corporate reporting structures.

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<input type="checkbox"/>					

3. The Review

Each step (review) of the process includes key performance indicators (KPIs), alignment with strategy through critical success factors (CSFs), change by exception and business implications, issues and opportunities.

0. Not Doing	1. Poor	2. Immature	3. Good	4. Very Good	5. Excellent
<input type="checkbox"/>					

Integration of the reviews and feeder meetings are clearly defined. Inputs and agendas are well managed with clear recommendations and decisions.

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<input type="checkbox"/>					

Reviews are operated at a 'family or aggregate level of detail (not SKU) appropriate to that particular business review. The principal of 'roughly right not precisely wrong' is understood, accepted and adopted.

0	1	2	3	4	5
<input type="checkbox"/>					

The emphasis in each review is on the 'thinking' behind the numbers not the numbers. In other words, the assumptions. The KPIs and comparison of actual versus future plans are primarily used to validate future plans.

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The focus for each review is on what has changed (by exception), what are the business implications of those changes (gaps- Positive or negative) and what decisions are required. Changes should be understood and supported by any appropriate changes to assumptions.

0	1	2	3	4	5
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The data is structured to provide management information, in terms of visible trends, info-graphics and not spreadsheets of numbers. Key changes, assumptions, gaps, risks and opportunities should all be clearly understood and facilitate decision making.

0	1	2	3	4	5
<input type="checkbox"/>					

INTEGRATION OF STEP REVIEWS

4. Portfolio Review

The Portfolio review manages the performance, process and change of all product and marketing activity plans. Ownership sits with the product (engineering) or marketing director and ensures that the portfolio plans deliver on the timing, cost and health of the product and marketing plans.



The portfolio review covers all product and marketing plans/projects, including business cases, business filtering (do what we should not what we can), project management and rationalisation to ensure delivery of the product and marketing strategy and the 'health' of the pipeline.



The Executive accountable for product and marketing strategy owns and chairs the portfolio review. A full time portfolio orchestrator has been appointed as part of the IBP Team (G5) to facilitate the preparation cycle and the review along with the day to day management of the IBP process within the IBP Team structure.



Key performance measures (KPIs) have been established to monitor project performance in areas that include cost, completion on time, milestone adherence, post completion performance, time to market.

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Gap closing or opening decisions are taken at the portfolio review to ensure business performance and strategic execution. If decisions are outside the defined decision rights then an escalation process is in place.

0	1	2	3	4	5
<input type="checkbox"/>					

Decisions are immediately communicated back to the business which are coordinated by the portfolio orchestrator and the IBP Team.

0	1	2	3	4	5
<input type="checkbox"/>					

5. Demand Review

The Demand Review manages the performance, process and change of all demand channels and plans. Ownership sits with the sales or Commercial Director and ensures that the demand plan delivers on the revenue and margin objectives of the business, business growth and the commercial strategy.



The Demand Review covers all demand channels and is assumption based with multi input leading to a consensus based unconstrained demand plan. Opportunities are clearly identified but not included in the demand plan and risks are again clearly identified but are included in the demand plan. The review will focus upon decisions/ actions that will enable opportunities to be achieved and then included in the demand plan and decisions/actions that will mitigate against the risks.



The Executive accountable for demand strategy owns and chairs the demand review. A full time demand orchestrator has been appointed as part of the IBP Team (G5) to facilitate the preparation cycle and the review along with the day to day management of the IBP process within the IBP Team structure.

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Key performance measures (KPIs) have been established to monitor forecast accuracy at the cumulative lead time (CLT) by volume and value 'cut' at a level that enables understanding by Region, Product group, customer, key account manager etc. Forecast accuracy measures exist at family and SKU level. Forecast bias measures also exist and the root cause of bias is being addressed. A forecast accuracy waterfall chart is also available in order to support the understanding and learning process.

0	1	2	3	4	5
<input type="checkbox"/>					

Time phased assumptions are measured and monitored. Customer service OTIF against customer promise and request are also measured and monitored. Customer satisfaction is also measured through customer feedback or external bodies.

0	1	2	3	4	5
<input type="checkbox"/>					

Gap closing or opening decisions are taken at the demand review to ensure business performance. If decisions are outside the defined decision rights then an escalation process is in place.

0	1	2	3	4	5
<input type="checkbox"/>					

Decisions are immediately communicated back to the business which are coordinated by the demand orchestrator and the IBP Team.

0	1	2	3	4	5
<input type="checkbox"/>					

6. Supply Review

The Supply Review manages the performance, process and changes of the resources and capabilities of the end to end supply chain. Ownership sits with the Operations, Manufacturing or Supply Chain Director and ensures that supply plans deliver on the cost, quality, flexibility and service objectives of the business by fully supporting the unconstrained demand plans.



The Supply Review covers all supply resources and capabilities, including production, supply base, future capability and capacity (labour and equipment). Commitment is made to an achievable supply plan that supports and manages customer service, inventory and cost objectives in line with the agreed manufacturing (supply) strategy. The supply review covers all supply resources which includes production (capacity), supply base, preventative maintenance and R&D. It also plans for the flexibility required by the business model and market along with continuous improvement in productivity and efficiency.



The Executive accountable for supply strategy owns and chairs the supply review. A full time supply orchestrator has been appointed as part of the IBP Team (G5) to facilitate the preparation cycle and the review along with the day to day management of the IBP process within the IBP Team structure.

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Key performance measures (KPIs) have been established to monitor operational schedule adherence, schedule stability, mater data accuracy (BOMs, routings, inventory, item master, work centre), load factor and demonstrated capacity improvement, quality right first time (RFT) and scrap/rework reduction. Continuous improvement and flexibility (change over reduction – SMED) is also driven from the Supply Review.

0	1	2	3	4	5
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Gap closing or opening decisions are taken at the supply review to ensure business performance. If decisions are outside the defined decision rights then an escalation process is in place.

0	1	2	3	4	5
<input type="checkbox"/>					

Decisions are immediately communicated back to the business which are coordinated by the supply orchestrator and the IBP Team.

0	1	2	3	4	5
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7. People Development Review

The people development review manages the performance, process and change of all people development plans, culture, safety and corporate responsibility activities. Ownership will sit with the HR or CORA executive and will ensure that the key business imperatives of the acquisition, retention, development of talent and sustainability are achieved.

0. Not Doing	1. Poor	2. Immature	3. Good	4. Very Good	5. Excellent
<input type="checkbox"/>					

The people development review covers all training/education, development, culture, employee satisfaction, safety and capability plans. Sustainability and corporate responsibility will also fall into scope.

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<input type="checkbox"/>					

The Executive accountable for HR or CORA strategy owns and chairs the people development review. A full time HR or CORA orchestrator has been appointed as part of the IBP Team (G5) to facilitate the preparation cycle and the review along with the day to day management of the IBP process within the IBP Team structure.

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<input type="checkbox"/>					

Key performance measures (KPIs) have been established to monitor employee satisfaction, commitment to training/ education, reward and recognition, attraction and retention, safety, development, environmental and corporate responsibility.

0	1	2	3	4	5
<input type="checkbox"/>					

Gap closing decisions are taken at the people development review that ensure the human capability and emotional intelligence of the business support the strategic objectives and a decision escalation process is in place.

0	1	2	3	4	5
<input type="checkbox"/>					

Decisions are immediately communicated back to the business which are coordinated by the supply orchestrator and the IBP Team.

0	1	2	3	4	5
<input type="checkbox"/>					

8. Major Projects PMO Review

Company wide projects that are not covered in other reviews that have the potential to have a significant impact on business performance are fully integrated in the IBP process.

0. Not Doing	1. Poor	2. Immature	3. Good	4. Very Good	5. Excellent
<input type="checkbox"/>					

Significant company projects provide input and update into IBP through the Financial Review. If a project management office (PMO) exists these projects are channelled through that office

0	1	2	3	4	5
<input type="checkbox"/>					

The responsibility for providing this input to the IBP process and Team sits with the Head of PMO, who would act as another members of the IBP Team, or the heads of the relevant functions e.g. Facilities, IT or Legal.

0	1	2	3	4	5
<input type="checkbox"/>					

The scope of this input covers resource, cost and timing implications that require business decisions and prioritisation or escalation to the Leadership Review.

0	1	2	3	4	5
<input type="checkbox"/>					

IBP also ensures that each project has a strategic fit and alignment with other company projects and initiatives.

0	1	2	3	4	5
<input type="checkbox"/>					

9. Financial Review

The Financial Review manages the performance, process and change of the budget (Annual Operating Plan) and financial plans over a rolling two-year horizon. Stand alone financial forecasting has been eliminated and replaced by gap closing actions throughout the iterations of IBP and a 'snapshot' of the IBP plan that forms the budget – 'beyond budgeting'.

0. Not Doing	1. Poor	2. Immature	3. Good	4. Very Good	5. Excellent
<input type="checkbox"/>					

The Financial review projects plans out to the IBP horizon and revenue, profit, costs, cash flow and other selected financial data are derived from the IBP process and used for effective financial decision making.

0	1	2	3	4	5
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The Executive accountable for Finance (CFO/FD) owns and chairs the finance review. A full time finance orchestrator has been appointed as part of the IBP Team (G5) to facilitate the preparation cycle and the review along with the day to day management of the IBP process within the IBP Team structure

0	1	2	3	4	5
<input type="checkbox"/>					

Key performance measures (KPIs) have been established to monitor the financial performance of the business in areas that include revenue, profit, margin, cost.

0	1	2	3	4	5
<input type="checkbox"/>					

Revenue, loss of sales and gross margin is built up using aggregate family or sub family level of detail following the principal of ‘roughly right not precisely wrong’.

0	1	2	3	4	5
<input type="checkbox"/>					

Financial forecasts are based upon IBP plans (one set of numbers). Each review in the process takes responsibility for evaluating their plans from a price, cost, expenses, margin, functional (dept) budget perspective. This enables transparency, understanding and accountability.

0	1	2	3	4	5
<input type="checkbox"/>					

Gap closing or opening decisions are taken at the finance review to ensure business performance. If decisions are outside the defined decision rights then an escalation process is in place.

0	1	2	3	4	5
<input type="checkbox"/>					

Financial risks and opportunities are assessed and reviewed leading to decisions and actions for appropriate contingencies.

Financial implications of change are understood and articulated.

0	1	2	3	4	5
<input type="checkbox"/>					

Decisions are immediately communicated back to the business which are coordinated by the finance orchestrator and the IBP Team.

0	1	2	3	4	5
<input type="checkbox"/>					

10. Leadership Team Review

Leadership Team review. The Leadership Team review is owned and chaired by the CEO/MD or business head and includes the full Leadership Team. The review assesses performance, trends, commitment to gap closing/opening decisions and actions. Decisions not taken at the previous review that have been escalated are taken.

0. Not Doing	1. Poor	2. Immature	3. Good	4. Very Good	5. Excellent
<input type="checkbox"/>					

The latest view of all operational, financial and strategic plans are reviewed across the IBP horizon and achievement of business goals, plans and strategies.

0	1	2	3	4	5
<input type="checkbox"/>					

The CEO/MD or Business Head owns and chairs the Leadership Review and the whole IBP process. A full time IBP Lead (orchestrator) has been appointed who leads the IBP Team (G5) to facilitate the preparation cycle and recommendations for input to the Leadership Team review. The IBP Lead reports to the CEO/MD.

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<input type="checkbox"/>					

The IBP Leadership Team review is the Management Team Review/Board Meeting and there is not a separate management meeting.

0	1	2	3	4	5
<input type="checkbox"/>					

The focus is clearly long term and strategic with a business performance focus not a supply chain focus.

0	1	2	3	4	5
<input type="checkbox"/>					

A balanced scorecard of business KPIs are available and reviewed. Critical Success factors (CSFs) also ensure strategic business objective (SBOs) alignment and strategic execution. This forms a 'line of sight' from strategy to execution and tactics.

0	1	2	3	4	5
<input type="checkbox"/>					

The Leadership Team demonstrates collective responsibility rather than a functional perspective. Empowerment through the process for decision making is clearly demonstrated and accountability is clearly set out in policy.

0	1	2	3	4	5
<input type="checkbox"/>					

Preparation and participation for each review is crucial and all Leadership Team members demonstrate these values in their 'own' reviews and the Leadership Team review.

0	1	2	3	4	5
<input type="checkbox"/>					

Decisions taken are immediately communicated back to the business which are coordinated by the IBP Lead and Team.

0	1	2	3	4	5
<input type="checkbox"/>					

Scoring and Rating

The scoring system is based on a scale of 0 to 5, in increments of 1.0 (finer increments would suggest a precision that does not exist). DM Integration are the official scorers of reference, however internal scoring should be consensus based. The scores for the 10 questions are those used for official rating, the scores for the elements are to help to reach a decision for the questions, but they are not averaged due to some elements carrying a higher weighting than others.

Scores are defined as:

- Score **0** (*Not Doing*) Practices are required but current do not exist
- Score **1** (*Poor*) Practices exist but are not contributing to the business performance
- Score **2** (*Immature*) Practices have been developed but are not integrated or formalised into Business processes.
- Score **3** (*Good*) Practices are formalised and follow the definition of the Checklist elements
- Score **4** (*Very Good*) Practices are fully integrated and robust. The Checklist elements are routinely achieved with continuous improvement demonstrated
- Score **5** (*Excellent*) Practices are fully effective throughout the company and are based upon best practice process and are delivering world class standards of performance.

The maximum score for the 10 questions is 50. The rating is therefore assessed as:

0 – 10 **1 Star**

11 – 20 **2 Star**

21 – 30 **3 Star**

31 – 40 **4 Star**

41 – 50 **5 Star**

If a 5 Star rating is achieved, which has been officially assessed by a D M Integration Assessor then the company will be recognised as having a 5 Star IBP process and added to the 5 Star Register.

Due to the fact that world class performance standards continue to evolve and improve the 5 Star rating will be valid for 2-year period. After then another assessment will be required by DM Integration at which further continuous improvement would be expected to be demonstrated. If this Assessment is not conducted the 5 Star rating will be marked as lapsed on the Register.

about the author

Dave studied computer science at Sheffield University before entering industry with British Steel at their River Don facility in Sheffield. He now looks back at that time as a defining moment in his career. Having been brought up in a very practical/farming background, he was fascinated by the process of industry, recognising that many of the common sense and practises of farming equally applied to business processes.



Having spent some time in the software industry, where he was involved in the development of planning and scheduling systems, the desire to be involved in the practical process of real business change lead him to join Rolls Royce and Bentley Cars. During his seven years at Rolls Royce he was responsible for the development



of manufacturing systems before becoming a prime mover in their supply chain/ERP implementation programme. This eventually led to one of the Rolls Royce divisions achieving Class A against the Oliver Wight ABCD checklist.

In 1987 Dave left Rolls Royce to set up his own education and consulting company. He specialised in the integration of Planning and Control, Continuous Improvement and Change Management. He now focuses on the implementation of change through strategic alignment of the Integrated Business Planning Process, Extended Supply Chain Management, Continuous Implementation and Change Management are particular expertise of Dave.



about the author

He has worked extensively in Asia, Africa, Russia, the Middle east, Europe, the USA, South America and of course the UK in a complete cross section of industries, which include chemical process, food, electronic, tobacco, engineering and automotive. Companies such as CAT, Abbott Laboratories, UCB, British American Tobacco, Philips, Hallmark Cards, TR Fastenings, MARS, JCB, Cadbury Schweppes, Perkins, Pladis, Xtrac, Henkel, Betty's and Taylors and Akzo Nobel have all been supported by Dave's unique style of education and consultancy.

Dave holds a BSc in computer sciences and a MBA from the University of Northern Washington, he is also a fellow of the Chartered Institute of



Logistics and Transportation (CILT).
He has written many published articles
on Business Excellence and is extremely
sought after as a very entertaining and
practical business educator and speaker.

Recently he has spent
18 years in Oliver Wight, 5 year with
The Delos Partnership and now, his
own company, DM Integration Limited
(DMi).



Profile of a Farmer's Boy

I grew up the son of a farmer in North Wales who had previously been a riding instructor in the Army which I'm sure is where my passion for horses originates. As well as being passionate about farming and the country side those early years on the farm were my first exposure to business as I observed my father work hard, as all farmers do, to make a living. My mother had come from a retail background and so when I was about 9, we moved from the farm to a retail business where my parents ran a couple of small grocery shops. This was my second exposure to business observing them again working hard, 'open all hours' but with a much more consumer and customer service focus. Still they needed to balance supply and demand with the right amount of stock and cash flow to make a profit. One of their suppliers was a small local privately-owned bakery who supplied bread, cakes and pies to my parents' shops. That gave me my third opportunity to learn about business and in this case my first exposure to manufacturing and supply chain which has turned out to be my career's focus. My job was to work in the bakery as the assistant to the Master Baker, so very much getting my hands dirty, or in this case hot! However, after an early morning shift in the bakery I loaded up the van and went on my delivery round. This was my first exposure to sales and customer relationship management, when I returned to the bakery at the end of my round it was also my first exposure to forecasting and stock control because I had to prepare the

forecast for the next nights production.

Before going to university in Sheffield to study Computer Science I spent the summer in Majorca selling tickets to boat trips and beach parties, now that was a ‘tough’ sell! But it taught me the importance of ‘people buy from people’ and that sales is about ‘asking for the order’, ‘not fearing rejection’ and ‘grunt work’!

After leaving university my business career really started, although looking back now the grounding that I had on the farm, in the shops, at the bakery and on the beach were all invaluable business lessons that have helped to shape my business values and beliefs.

My first ‘proper’ job was with British Steel at River Don in Sheffield. This is where my love of manufacturing really took root. Using my computer science background my first role was in the Manufacturing Systems Department, but I quickly learnt that the place to learn about manufacturing was in the factory so I spent a lot of time on the shop floor working with steel workers trying to see how we could combine our experiences to drive continuous improvement. I think my biggest lesson from that time was humility! The young graduate can’t try to ‘lord it’ over proud, skilled Yorkshire steelworkers! But if you can engage and relate to people, fantastic things can be achieved.

After a brief spell working in the IT industry developing



scheduling systems, I joined Rolls-Royce and Bentley Cars. Initially it was again in their manufacturing systems function but again the lure of manufacturing was too strong, and I ended up working with the Manufacturing Director on continuous improvement activities. In those days the car industry was a wonderful opportunity to see manufacturing and supply chain through all its processes. We machined components, built engines, painted bodies and assembled cars. The capacity and production planning, material planning and vendor scheduling processes were also very complex. This eventually led me to be part of the team who ran a 'transformation' project (that name hadn't been invented at that time) which redesigned all of the planning processes, implemented a new ERP (MRPII) system and most significantly brought about huge culture change. I was also privileged to work with one of the best leaders of people that I have come across. I believe it was working with the Manufacturing Director - Brian MaCapin and in the transformation project that were the triggers for my interest for change management and leadership development.

Since leaving Rolls-Royce in 1987 to form my own supply chain and manufacturing consulting company I have had the opportunity to work with a complete cross section of industry sectors from heavy engineering to FMCG and the service sector, to date in all 5 continents and 72 countries. Companies have included global organisations such as BAT, Abbott International, PepsiCo and Mars as well as much

smaller and privately-owned companies such as II-wins Bakery, Xtrac, Panache Lingerie and ARCO along with organisations such as the NHS and the Defence Aviation Repair Agency (DARA).

I have been privileged to work with so many companies, in so many countries with so many fantastic people in a field that has turned in to a lifelong passion.

I now have the opportunity to further develop one aspect of my passions and through my involvement with Horses 4 Change Ltd I can truly make a difference in organisations and with individuals and help them develop sustainable change management and leadership capability.

I feel very privileged to have had a career and work life balance in a field that I feel so passionate about. The work with Horses 4 Change of course takes me full circle back to the interest that was initiated by my father back on the farm.



“The more you open up to the course, the more you will benefit.”

Roy Evans
Unipart Rail



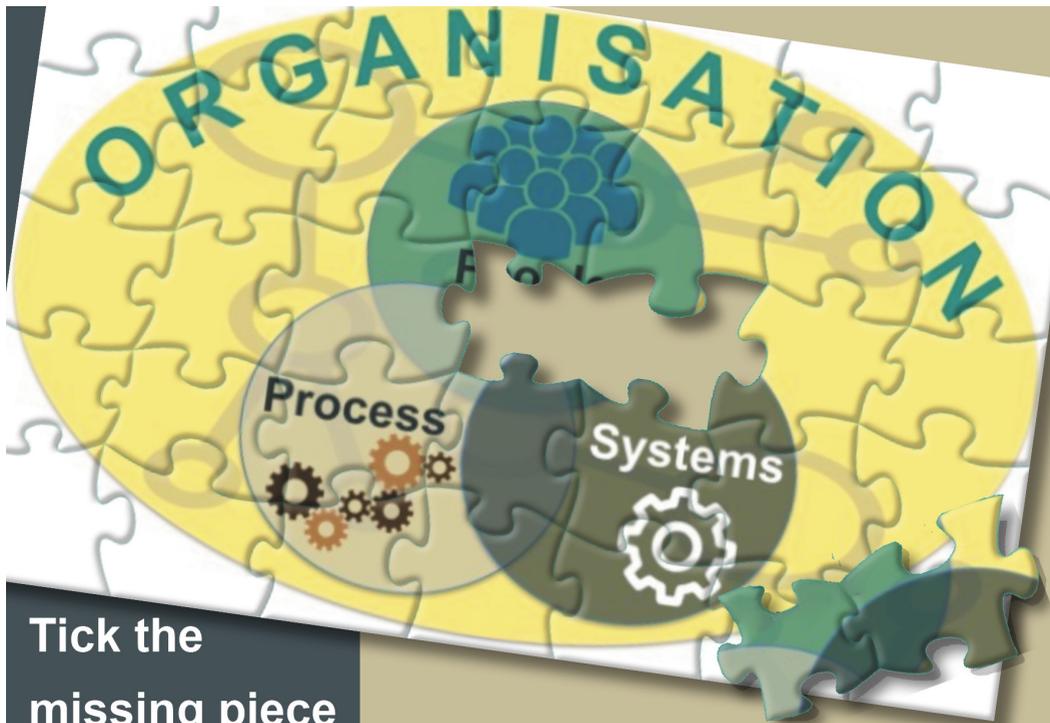
“Be open with the team, and yourself, and you will take something from these amazing people and horses.”

Mike McCreesh
Coveris

I think that it was the most important professional experience for me in 2018.

Patrycja Stas
PepsiCo





Tick the missing piece of the jigsaw:

- Leadership
- Teamwork
- People

At DMi & Horses4Change we help you make **ALL** the pieces fit with our unique **Equine Assisted activities** for leadership, personal and team development.



DMi Integration through: **DMi Leading Edge Workshops:**

- **Education**
- **Coaching**
- **Implementation Design Support**
- **Consultancy**
- **Integrated Business Planning**
- **Demand Planning & Sales Forecasting**
- **Supply Chain Optimisation**

DMi Implementation through:

- **Articles & White Papers**
- **Public 'Leading Edge' Workshops**
- **Tailored Workshops**
- **Bespoke Workshops**
- **One-to-One Mentoring**
- **ERP Implementation & Transformation**
- **Performance Measures & Critical Success Factors**
- **Leadership Development incorporating Change Management**
- **Team-building**



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LEADERSHIP through INTEGRATION

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