



## THE IBP CHURN

Ever since the development of the IBP 5-Step process was developed by a team of leading edge thinkers that I was a part of at Oliver Wight back in the mid-1990s it has been understood that S&OP/IBP is not a meeting, its not even a series of meetings, it is a 24/7, 365 day a year monthly process. Phrases like “the work is not done in the meeting (review) it is done in the arrows between the meetings” have become common expressions of this continuous process.

### Integrated Business Planning Process

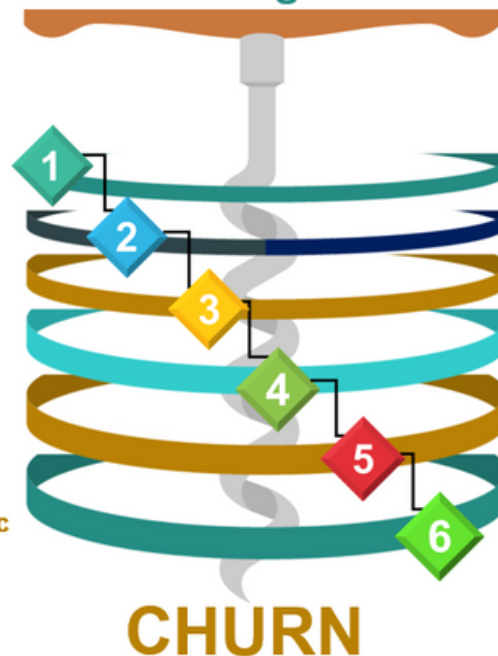


The people who are key to working the **churn** (which is what I call the work in the arrows) are the **IBP Orchestrator Team** (G5/6). See yellow dots above. The secret to the churn process is that the Orchestrator Team work as a **team** between the arrows to create clear recommendations for the next review in the process cycle and escalates to the Leadership Team Review. However the expectation is that the IBP orchestrator Team do not have to solve 'all of the problems of the world' but they 'need to know a man/woman who can'. This is achieved through engaging with and socialising with key stakeholders and subject matter experts.



## Integrated Business Planning – a Cyclical Churn Process: Continuous Management of Change

Portfolio Management  
Demand Management  
Supply Chain Management  
People Development  
Financial Planning  
Leadership Decisions & Strategic Execution



LEADERSHIP through INTEGRATION

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The companies who have the most capable, tight and company versus functional IBP Orchestrator Teams will have the most effective IBP processes. Hence my advice is for the Orchestrator Team to be **full time** positions who report to their functional heads but have a key strong dotted line to the IBP Lead who in turn reports to the head of the business (MD or CEO).

LEADERSHIP through INTEGRATION

## Orchestrators: gang of '5' (6) – Key roles

- Orchestrators are a key role in IBP:
  - Collates data and presentation for reviews
  - Puts together the agenda with recommendations
  - Discusses and draws out the Issues
  - Facilitates the meetings and required decisions
  - Takes the outcome of the review and ensures actions are taken
  - Links up with the “orchestrators” of each of the other steps to ensure co-ordination and resolution of the Issues by working as a team
  - Retains a connection with their function area and their function matters

