

Building Leadership for World Class IBP Deployment

IBP Deployment Challenges



25-30% success rates for IBP deployment



Process & system design not key differentiators



Change & deployment models drive outcomes



Selection and support of the IBP Deployment Leader is critical



3 Key Capabilities



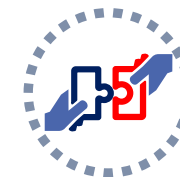
VISION

- IBP best practice
- Corporate goals
- Enterprise focus



ENGAGING & INFLUENCING

- Cross-functional
- Senior leaders
- Communication



CHANGE MANAGEMENT

- Cultural change
- Embed & Sustain
- Roadmap



Support & Development



**70/20/10
Model**

70% On-The-Job

20% 1:1 Focused Support

10% Classroom/Formal Training



SPONSORSHIP



MENTORING



COACHING



Knowledge, Skills & Mindsets

(e.g.) **ENGAGING & INFLUENCING**



KNOWLEDGE

- Company strategy
- Business outlook
- Functional drivers
- Cultural context
- IBP principles



SKILLS

- Building a narrative
- Communication
- Listening
- Facilitation
- Presentation



MINDSETS

- Build Positives;
- Tenacity
- Business focus
- Collaboration
- Eliminate limiting beliefs

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Neil James, Blueglass Consulting

EXECUTIVE SUMMARY

- Integrated Business Planning (IBP) was first established many years ago, but its adoption still presents a significant challenge for many organisations. Research shows that only 25-30% of IBP projects achieve their goals.
- There is no shortage of published advice on the *design* of IBP. Despite this, IBP deployment remains problematic due to its complex, cross-functional nature and the behavioural change it demands at all levels in the business.
- The quality of change and deployment leadership is a key differentiator for successful IBP adoption and the IBP Deployment Leader therefore plays a crucial role.
- 3 key capabilities for the IBP Deployment Leader are:
 - Creating a clear and practical vision
 - Engaging and influencing across the business
 - Applying change management practices
- Structured support in these areas is most effectively delivered by specifically addressing the capability elements of *knowledge, skills* and *mindsets*.
- Sponsorship, mentoring and coaching are proven, high-impact interventions in the support of IBP deployment leaders
- For more detail read the full content at <https://www.blueglassconsulting.com/blog-1>



Neil James is a globally recognised thought leader in IBP and S&OP. He writes extensively on IBP and has been published widely in both specialist supply chain and leadership publications such as the *Journal of Business Forecasting* and *Finance Management*.

Unlike many IBP champions, Neil brings a unique perspective and background as a senior commercial leader. Neil has 20 years' experience in the pharmaceutical industry with GlaxoSmithKline (GSK), where he had an extensive track record of delivery in a range of VP-level commercial roles and went on to lead the global deployment of IBP.

Neil now advises client organisations on the deployment of IBP with a focus on building high-impact, sustained IBP, establishing it as a core enterprise planning approach with strong cross-functional engagement.

Connect now on LinkedIn to be kept informed and receive a discount on the upcoming e-learning course from Blueglass Consulting - **"Deploying World-Class Integrated Business Planning"** – an action-learning programme based on the most recent learnings and practical insights from IBP deployments across industry sectors.

This programme focuses on the key success factors for IBP deployment and guides leaders through the development of their own IBP roadmap, creating an immediate basis for engagement across the business and for further detailed programme planning.



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