Knowledge-based Integrated Business Planning
- Structural modelling; Some knowledge-based automation
- Customers: Strategic alliances for long term horizon; shared gain
- Exploiting strategic opportunities through organisation agility
- Process operates at all levels of the corporate structure

Advanced Integrated Business Planning
- Customer Experience Value Chain focus
- Optimization – scenario planning & modelling
- Strategically driven
- Reshapes to meet changing organisation
- Shaped to operate at all levels of the corporate structure;
- Supply chain with established collaboration
- Continuous Integrated Reconciliation
- Risks modelled, mitigated and managed through the process

Capable Integrated Business Planning
- Integrated Business plans with scenario planning
- Process used to create Annual Business Plan
- Business decisions not functional, Team working
- Formal way to run the business; this is the decision making process
- Risk assessed
- This process helps to shape optimal organisation structure
- Bottom up challenges the Top Down (Strategy, Business Plan and directives)

Foundation Process
- All elements defined with correct accountability, KPI’s and structure
- Focus is demand/supply tactical balancing
- Initiate integrated supply chain KPI’s
- Challenging behaviours but not yet team working

Disconnected Management Processes
- Traditional management meeting focused on the past
- Annual budgeting process with poor basis for forward projections
- Functional/islo management – few/unaligned objectives & measures
- Defensive functional behaviours

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