Customer Spotlight: Monsanto transforms their global supply chain through SAP Integrated Business Planning (IBP)
Today’s presenters

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# Agenda

1. Monsanto Supply Chain Planning Vision and Strategy
2. Project spotlight
3. Lessons Learned/Best Practices
4. EY’s Critical Success Factors for IBP
5. SAP Solution Management Overview: IBP Road Map and Strategy
6. Q&A
7. Appendix: Additional EY SAP IBP case studies
Monsanto Supply Chain Planning
Vision and Strategy
Monsanto: sustainable agriculture company

Fortune 500 Company
Headquarters: St. Louis, Missouri, United States

- Producing more
  We are committed to increasing yields to meet the growing demand for food, fiber and fuel.

- Conserving more
  We are committed to reducing the amount of land, water and energy needed to grow our crops.

- Improving lives
  We are committed to improving lives around the world.

Globally:
- 20,000+ employees
- 300+ facilities in 69 countries

Products:
- Agricultural and vegetable seeds
- Plant biotechnology traits
- Crop protection chemicals
- Agriculture biologicals
- Data science
Planning’s transformational journey to “Best in Class”

Planning enables cross-functional collaboration that drives transparency of demand and supply to enhance proactive decision-making with a customer-focused approach.

What the “End-State” vision for Monsanto planning looks and feels like?

- "Overall accountability of demand plan with consensus planning"
- "Collaboration of users"
- "Deeper focus on the customer"
- "Visualization of our supply chain planning commitments"
- "Aligned way of working"
- "Expanding our technology and data analytics capabilities"
- "Exception-based planning"
- "Track consistent global KPIs"
- "Focus on People" – Planning is desired career destination
- "Automation of data for agility and employee efficiency"

Improving customer experience via right product, right time, right place

Digitally creating competitive advantage

"One Team"  Process-Oriented  Data and Analytics  Agile Sprints

Neutral/Unbiased  Collaborative  Speed and Clarity of Decision-Making

Customer focus and collaborative planning drives meaningful impacts and outcomes

Source of Illustration: (From Joint Monsanto/EY Presentation @ SAP Sapphire Conference)
Planning transformation journey (key priorities)

Planning enables cross-functional collaboration that drives transparency of demand and supply to enhance proactive decision-making with a **customer-focused approach.**

**A quick snapshot**

<table>
<thead>
<tr>
<th>Supply chain planning</th>
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</thead>
<tbody>
<tr>
<td>&quot;Tactical&quot; (0-12 wks)</td>
</tr>
<tr>
<td>S&amp;OP/IBP (3-24 months)</td>
</tr>
<tr>
<td>Demand</td>
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<tr>
<td>Supply</td>
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<tr>
<td>Distribution</td>
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</table>

**Top 3 planning priorities (2015)**

1. Control tower (supply and demand matching)
2. Demand analytics and forecasting/planning
3. Sales and operations planning (S&OP/IBP)

**Key pain points:**

1. Processes and tools highly manual
2. Lacking visibility and automation of key data
3. Sustainability of process and benefits

**Key take-away messages**

- Business value **opportunities are real**, but cannot be manually sustained and are **at risk** without IT Investments.
- To help secure current and/or additional business value, several “flights” of IT system/data investments are required.
Supply chain planning vision: IT platforms and analytics

- Single source of truth
- Real-time transparency
- Integrated digital planning platform
- Analytics and actionable insights
Project spotlight: Monsanto Deployment
SAP Integrated Business Planning (IBP) platform

- Powered by SAP HANA in-memory technology
- Real-time supply chain planning solution
- Combines capabilities for strategic, tactical and operational planning

SAP Integrated Business Planning (IBP)

- SAP Supply Chain Control Tower
  “End-to-End Visibility, Monitoring and Alerting”

- SAP Integrated Business Planning for Sales and Operations
  “Strategic and Tactical Decision Processes”

- IBP for Demand
  “Demand Sensing and Statistical Forecasting”

- IBP for Inventory
  “Multi-Stage Inventory Optimization”

- IBP for Response & Supply
  “Allocations Planning and Order Rescheduling”
  “Constrained and Unconstrained Supply Planning”

Unified SAP HANA platform for cloud deployment
Monsanto transforms their global supply chain through SAP IBP

**Monsanto SAP IBP platform and deployments**

**SAP Integrated Business Planning (IBP)**

- **SAP Supply Chain Control Tower**
  - "End-to-End Visibility, Monitoring and Alerting"

- **SAP Integrated Business Planning for Sales and Operations**
  - "Strategic and Tactical Decision Processes"

- **IBP for Demand**
  - "Demand Sensing and Statistical Forecasting"

- **IBP for Inventory**
  - "Multi-Stage Inventory Optimization"

- **IBP for Response**
  - "Allocations Planning and Order Rescheduling"

- **& Supply**
  - "Constrained and Unconstrained Supply Planning"

- **Unified SAP HANA platform for cloud deployment**

- **Licensed SAP IBP modules**

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**Case Study 1**
Seed Applied Solution (SAS) Business Unit – Global

**Case Study 2**
Row Crops Business Unit – EME Region

**Case Study 3**
Row Crops Business Unit – US Region

**Case Study 4**
Row Crops Business Unit – Brazil and LAS
### E2E supply chain architecture

**Planning horizon (planning levels will vary)**

<table>
<thead>
<tr>
<th>D0</th>
<th>D1 ...</th>
<th>D14</th>
<th>W2 ...</th>
<th>W4</th>
<th>W5 ...</th>
<th>W12</th>
<th>M1</th>
<th>M2 ...</th>
<th>M12</th>
<th>Season 1 ...</th>
<th>Season 3</th>
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<tbody>
<tr>
<td>Frozen plan</td>
<td>Provides <strong>stability</strong> to manufacturing for daily scheduling and the downstream supply chain</td>
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<td>Firm plan</td>
<td>Provides responsiveness to customer demand thru inventory stocking levels while optimizing plant performance and enabling MRP</td>
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<tr>
<td>Fluid plan</td>
<td>Allows for proactive management of potential constraints for achieving both customer needs and shipment goals</td>
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<tr>
<td>Planning</td>
<td>Monthly buckets in the furthest horizon allow for proper resource planning relative to capacity and identification of constraints</td>
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<tr>
<td>Strategic planning</td>
<td>&quot;Where do we want to go?&quot;</td>
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<tr>
<td>Crop plan</td>
<td>&quot;Business planning and budgeting&quot;</td>
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<tr>
<td>Sales and operations (S&amp;OP)</td>
<td>&quot;Results Planning&quot;</td>
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<tr>
<td>Control tower</td>
<td>&quot;Management of the results delivery&quot;</td>
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<tr>
<td>Daily management system</td>
<td>&quot;Minimal changes to the Plan&quot;</td>
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<td>Execution</td>
<td>&quot;Deliver the planned&quot;</td>
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**Calendar number**

- 0 -> current period
- 1 -> current + 1
- ....
SAS demand planning project

Client introduction
- US-based producer and global commercialization of microbial solutions
- Alliance brings synergies of established product portfolio and extensive commercial footprint

Solution deployed
- SAP IBP S&OP solution
- SAP HCP data automation with SAP and non-SAP systems

Hybrid Project Plan

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<th>Jul</th>
<th>Aug</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
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<tbody>
<tr>
<td>Blueprinting</td>
<td>Global Design and Master Data Setup for all Hubs</td>
<td>North America Hub Release</td>
<td>South America Hub Release</td>
<td>EME Hub Release</td>
<td>AA Hub Release</td>
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Go-Live
Business need

- Enable forecast entry for sales, demand and other business users
- Build master data hierarchy for aggregation and disaggregation across different dimensions, such as project, customers, etc.
- Build scenarios to enable what-if scenario modeling and enable consensus on the demand plan
- Configure planning views and analytical reports to support the demand planning consensus process
- Enable collaboration tool for process tracking and decision-making
- Enable visibility to contract manufacturing on demand and revive supply visibility
- Enable analytics along the way of the process
- Integrate to source systems and downstream systems (e.g., Novozyme Landscape)
## Key benefits realized by Monsanto

### As is (FY16)

**Process**
- Excel-based – manual entry
- No link to demand signal
- Lack of demand planning process
- EME/SA order driven

**Tools**
- All Excel-based – demand and supply
- Lack of reporting for all functions
- No dashboard or real time

**People**
- One Signal demand planner managing the entire supply across NA/EME/Asia/Africa

### To be (FY17)

**Process**
- Implementation of SAP IBP forecasting tool in all HUBs
- Forecast done at DSM (dealer/SKU level) monthly
- Implementation of formal demand review as part of IBP

**Tools**
- SAP IBP – forecasting/demand review/real-time dashboards
- SAP HCP – data extraction from various sources

**People**
- Creation of global planning structure to govern and standardize demand process at HUB level
- Separation of planning tasks between HUB and global
- Organizational design to support:
  - Supply planning (coordination with vendor)
  - Demand planning; S&OP
Control tower project transforms the business in key areas

- Aligned way of working
- Visualization of supply chain planning commitments
- Deeper focus on the customer
- Expanding technology and data analytics capabilities
- Automation of data for agility and employee efficiency
The transformation of planning changed the way the company works – EME perspective

<table>
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<tr>
<th>From</th>
<th>To</th>
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<tbody>
<tr>
<td><strong>Fact-based</strong></td>
<td><strong>Analytics-driven planning</strong>, e.g., crop plan decisions based on real option modeling and scenario planning</td>
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<tr>
<td>“Gut feel” based planning, e.g., heavy emphasis on grower continuity in crop plan</td>
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<tr>
<td><strong>End-to-end perspective</strong></td>
<td><strong>Cross-functional perspective</strong>, e.g., pre-build plan that balances capacity management and over-bagging</td>
</tr>
<tr>
<td>Siloed perspective in decision-making, e.g., pre-build plan focused on minimizing overbagging risk</td>
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<tr>
<td><strong>Fast and proactive</strong></td>
<td><strong>Fast and proactive planning</strong>, e.g., monthly planning cycle, with weekly control tower for fast demand-supply matching</td>
</tr>
<tr>
<td>Slow and reactive planning processes, e.g., two bagging rounds per year, delays in incorporating demand</td>
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</tbody>
</table>
Monsanto transforms their global supply chain through SAP IBP

SAP IBP optimizer for EME control tower

**High-quality inputs**
- Production receipts (proposed production plan)
- Transportation receipts (proposed distribution plan)
- Transportation costs
- Production costs
- Inventory holding costs
- Non-delivery costs (ASP)
- Profit-based prioritization (ASP to prioritize treatment/customers for corn)

**High-quality outputs**
- Profit-based prioritization (ASP to prioritize treatment/customers for corn)
- GSF
- Pre-build
- Availability for FERT and HALB:
  - Unrestricted and restricted inventory for QA inventory
  - Inventory in transit
  - Planned orders (PLOs)
  - Process orders (PROs)
  - Stock transfer requisitions (STRs)
  - Stock transport orders (STOs)
- Legal rules (production and distribution)
- Resource capacity
- Lead times
- Quality/bucket
- Minimum production lot size

**Planner trust**
- GSF
- Pre-build
- Availability for FERT and HALB:
  - Unrestricted and restricted inventory for QA inventory
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**Reporting and alerts for control tower**

**IBP reports**
- Overages and shortages, including ready-to-sell
- Inputs into the demand alignment meeting
- Views to conduct demand and supply alignment meetings
- Dashboards – capacity utilization

**KPIs and alerts**
- Overages and shortages alert
- Gross shipment forecast variance alert
- Capacity utilization
- Production plan achievement metrics
- Orders vs. gross shipment forecast

**Reports outside of IBP**
- Operations product availability report

Training will be provided to the process and governance team to create views, alerts and dashboards.
An effective cross-functional control tower approach and optimized supporting processes are in place, creating the opportunity for automation and enabling tool implementation.
The whole exception management cycle is divided into different phases.
Each phase is directly related with different IBP capabilities that are designed to be serving the business during the entire cycle.
Monsanto transforms their global supply chain through SAP IBP

Guiding principles for configuration

01 Attributes
NA control tower master data attributes have a prefix of ZZ.
The standard attributes for product ID (PRDID) and location ID (LOCID), as these are used as root attributes across many standard areas of configuration (i.e., planning levels).

02 Key figures
The prefix for key figures will include ZZ plus the key figure category:
- Demand signal = ZZD
- Inventory = ZZI
- Packaging = ZZPA
- Positioning = ZZPO
Use of standard key figures to enable future supply planning capabilities.

03 Planning area versions
Determine the key figures that require multiple versions (snapshots) based on business need. No more than two to three versions should be stored at the same time. Naming conventions for the versions should use the prefix *RCCTNASP* plus the date/time stamp.

04 Custom alerts
Thresholds are determined and can be maintained by end users. The project will define a starting point for the alerts, which can be expanded by users. Guidelines will be set to govern the definition of alerts to ensure the alerts are meaningful and identify the most impactful exceptions that require business attention.

05 Planning view templates
Baseline views that will be shared with end users. Only a select group of users will have access to change the templates and will share the final views to the end users through favorites. Consider limiting the use of EPM formatting and local members to reduce impacts on performance.

06 Planning view scenarios
Used to run what-if scenarios on data without impacting the baseline. Once data is reloaded into the SAP IBP tool, any data that changed in a scenario will be refreshed. A cleanup schedule of scenarios should be managed by IT to not impact performance.

07 Dashboards and analytics
Created based on role within the week-in-the-life process. Will be shared as a starting point for the end users and will evolve as their adoption with the tool grows. Used for high-level reporting; detailed data analysis is done through the planning views.

08 Business roles and visibility filters
Follow the Monsanto standard naming conventions.
**Business roles (example)**
Two-letter role identifier
Z (always first character)
U/D = U for update/D for display
Source systems include all the data that needs IBP as input to operate during the control tower process.

Each data input from the sources is refreshed to IBP with a determined frequency through HANA cloud integration.

IBP outputs can be used via Excel UI and IBP Web, while the SAP Jam collaboration tool can be used by Web and mobile app for collaboration.
E2E data architecture design
Inbound and outbound data flow

Monsanto transforms their global supply chain through SAP IBP
Methodological approach – seven dimensions

<table>
<thead>
<tr>
<th>Visibility</th>
<th>Proposition</th>
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<tbody>
<tr>
<td><strong>Vision and strategy</strong></td>
<td><strong>Control tower and allocation blueprint</strong></td>
</tr>
<tr>
<td>Value chain strategy and value chain mapping</td>
<td>► Design how the technology is going to support the allocation and control</td>
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<tr>
<td></td>
<td>tower process</td>
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<td></td>
<td>► Align the design with the organization</td>
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<tr>
<td>Process and technology</td>
<td><strong>Implementation roadmap</strong></td>
</tr>
<tr>
<td>Process and technology maturity assessment</td>
<td>► Identity initiatives in seven dimensions</td>
</tr>
<tr>
<td>Date quality management assessment</td>
<td>► Macro evaluation of the effort to implement</td>
</tr>
<tr>
<td>IT landscape</td>
<td>► Evaluate technical requirements and strategy to sequencing the activities</td>
</tr>
<tr>
<td>Custom developments mapping</td>
<td>► Formalize the implementation strategy</td>
</tr>
<tr>
<td>KPI</td>
<td><strong>Business case</strong></td>
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<tr>
<td>KPI maturity assessment</td>
<td>► Understand the business drivers connected to the roadmap initiatives.</td>
</tr>
<tr>
<td>People and organization</td>
<td>► Discuss the assumptions for business case</td>
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<tr>
<td>Value chain knowledge assessment</td>
<td>► Calculate the business returns</td>
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Lessons Learned and Best Practices
## IBP key lessons learned

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation</th>
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<tbody>
<tr>
<td>Highly complex solution design:</td>
<td>► Enforce use of standard IBP functionality wherever possible&lt;br► Leverage demonstrated EY and SAP IBP templates and accelerators&lt;br► Execute EY and SAP IBP leading practices</td>
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<tr>
<td>Multiple countries</td>
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<td>Varied local requirements</td>
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<tr>
<td>Adoption rate of SAP IBP across locations is a significant change and could create management risk</td>
<td>► Secure C-level project sponsorship and commitment early&lt;br► Increase self-sufficiency and solution ownership by training early&lt;br► Invest in design prototypes early in deployment&lt;br► Assign business change lead at project inception&lt;br► Leverage power users early in process</td>
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<tr>
<td>Slow adoption of new business processes – continued use of work-arounds and legacy practices</td>
<td>► Review simplified SAP IBP processes with business and IT users&lt;br► Obtain early buy-in via prototyping using new processes</td>
</tr>
<tr>
<td>Client application portfolio integration with SAP IBP</td>
<td>► Early identification of all required integration points with SAP ECC, third-party and other SAP applications that will be a part of Monsanto's application landscape&lt;br► Integrate business and IT units connected to IBP deployment into the project team</td>
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<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation</th>
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<tr>
<td>Lack of executive, business and IT alignment</td>
<td>► Engage project sponsors immediately and create multiple communication channels across geographies; create an inclusive design process to drive shared ownership&lt;br► Relentlessly execute business readiness and business adoption activities, putting accountability at local management level&lt;br► Align incentives to project success for all key executives</td>
</tr>
<tr>
<td>Adoption of standard SAP leading practices process template for common processes</td>
<td>► Obtain business buy-in and sign-off on standard business processes across all geographies and business units based on IBP solution template</td>
</tr>
<tr>
<td>Unique business user requirements deviate from global standards</td>
<td>► Team members involved in global template design during localizations act as gatekeepers of the global template&lt;br► Deviations escalated to steering committee for approval</td>
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<tr>
<td>Lack of master data quality and integrity of format across units</td>
<td>► Begin master data extract, transform and load activities early in project phases and execute multiple mock data loads for each phase of the project</td>
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<tr>
<td>Ineffective communication and coordination between various teams on the project</td>
<td>► Confirm communication channels and teaming are part of overall implementation strategy&lt;br► Develop meeting cadence and establish standard reporting formats, protocols and procedures for all work streams</td>
</tr>
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</table>
EY’s Critical Success Factors for IBP
Supply chain planning architecture

Supply Chain Visibility, Analytics and Control

Integrated Business Planning

Demand Planning

Demand Forecast

POS, Consumption Data

Demand Signal Repository

Demand Collaboration

Demand Forecast

Inventory Optimization

Inventory Forecast

Network Strategy and Optimization

Network Strategy and Structure

Supply Collaboration

Supply Plan

Production Scheduling

Product Plan

Safety Stock Targets

Supply Commit

Network Strategy and Structure

Short-term Forecast

Supply Planning

Supply Plan

Supply Plan

Demand Sensing

Demand Forecast

Integrated Business Planning

Forecast Volume

IBP Plan

Demand Forecast

Demand Forecast

Network Strategy and Structure

Network Strategy and Structure
EY SAP IBP implementations follow a hybrid approach

- EY hybrid agile methodology and approach
  - Iterative design and prototyping to accelerate implementation, credibility of the solution and stakeholder buy-in
  - Common design and build to minimize waste and enforce standard leading practices
  - Standards are leveraged to enable rapid deployment and leading practices
Monsanto transforms their global supply chain through SAP IBP
Our experience has shown the following factors help drive success:

**Process-led transformations**
- Align planning systems to business commercial goals and the respective supply chain(s)
- Complete process and capability definition standardization initiatives

**Design and deployment**
- Design for scalability and performance
- Established, well-defined requirements leading to iterative prototyping approach for delivery and course correction

**Change management and adoption**
- Start with core capabilities and then continuously improve
- Change management is a constant journey; listen and react or you’ll lose the planners

**Data management**
- Clean master data is a critical success factor; address early and often with dedicated team members
- Include real data in testing phases; use fuller data loads
SAP Solution Management Overview: IBP Road Map and Strategy
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Digital Business Planning Priorities

Priority 1: Provide a demand-driven business plan
Rethink the value chain from the customer perspective

Priority 2: Improve response to changes supply and demand
Using a network to lower revenue loss and improve supply chain efficiency

Priority 3: Plan across your entire value chain
Integrate with both customer and supplier supply chains to unlock superior value

Priority 4: Increase market-driven strategic agility
Adjusting strategy and portfolio dynamically in response to market opportunities and needs
Technology Trends Enabling Digital Transformation for Supply Chain

The Internet of Things (IoT)
Provides sensor-enabled value-added services and business outcomes

Artificial intelligence and machine learning
Helps with classifying and clustering as well as solve problems in the supply chain

Predictive Analytics
Run a live supply chain by using predictive analytics to quickly and accurately forecast demand.
The Evolution of Planning

Current State

- Integrated demand, supply & production planning
- Demand Driven
- Interactive problem-solving
- Mass customization & postponement

New Paradigm

- Multi-enterprise collaboration
- Self-regulating adaptive models
- Automated touchless planning
- Big Data and predictive capabilities
- Individualized customer experience
- Sub-daily plan-to-deliver cycle
- Value-chain oriented
- Convergence of roles
- Intelligent Segmentation
- Self-regulating adaptive models
SAP Digital Supply Chain Framework

Digital Core
- Business Transactions
- Intelligent Insights

SAP S/4HANA

Demand & Supply Plans

SAP Integrated Business Planning
- S&OP
- Demand
- Response
- Inventory
- Control Tower

Forecasts and Confirmations

Ariba Network
- Orders, Confirmations, Shipments, and Invoices
- Supplier Qualification, Bidding, and Contracts

SAP Ariba and SAP Fieldglass Applications
- Sourcing Suite
- Supplier Risk
- Spend Visibility
- Buying
- Finance and Payment

Suppliers, Networks, and Suppliers

SAP Leonardo – IoT Connected
- Harmonized IoT Actions and Intelligence
- Fleet
- Products
- Assets
- Infrastructure
- Markets
- People

IoT Signals
SAP Integrated Business Planning

Integrated planning model

Real-time insight, monitoring, and alerting

Integrated business planning supply-chain planning processes

Embedded social collaboration platform: SAP Jam

SAP Supply Chain Control Tower
Sales and operations planning
Demand planning Inventory optimization
Response, deployment, and supply planning

Real-time planning and what-if scenario simulation

Smart algorithms including machine learning

Simplified user experience with SAP Fiori and Microsoft Excel

State-of-the-art architecture based on SAP HANA
SAP Integrated Business Planning
Product areas of future investment

Usability
- Visualization
- Process automation
- Exception handling
- Stakeholder management

Advanced planning
- Sophisticated algorithms
- Integration
- Flexible modeling and configuration

Cloud operations
- Scaling and performance
- Security
- Test automation
- Extensibility

Business network collaboration
SAP Integrated Business Planning
Product road map overview

Key new functionality and processes
- Locking/fixing of key figure values in the SAP Integrated Business Planning, add-in for Microsoft Excel
- Shelf-life visibility enhancements
- Promotion creation via Analyze Promotions Fiori app
- Demand-driven MRP: Critical path indicators and decoupling point reason
- Expose network trees in inventory operators
- Tactical supply planning: Forecast consumption
- Order-based planning: Fair share
- Supply Optimization: Cost-based optimization on order data
- New SAP Fiori app for basic system monitoring
- SAP CoPilot enablement

Key new functionality and processes
- Model configuration: New SAP Fiori app to visualize the key figure calculation
- Analytics: Top n values filter
- Time-dependent planning notes on cell level in the SAP Integrated Business Planning, add-in for Microsoft Excel
- Exception management: Configurable alert overviews
- S&OP Process Feeds and Process Dashboard enhancements
- Data realignment in demand management
- Time series analysis in demand management
- Component lead-time offset in order-based planning & version-specific master data
- Outbound integration from SAP Integrated Business Planning to SAP Hybris Cloud for Customer

Key new functionality and processes
- Value-based filter in the SAP Integrated Business Planning, add-in for Microsoft Excel
- Model configuration: Simplified key figure calculations
- Exception management: Case overviews
- S&OP Process Notifications
- S&OP assumptions risks and opportunities based planning
- New forecast algorithm in demand management: Gradient boosting
- Tactical supply planning: Shelf-life planning
- Inventory optimization using maximum constraints
- Multiple modes of transport in order-based planning

Key new functionality and processes
- Analytics: Key figure comments on chart elements
- Exception management: Alert notifications & Contextual navigation from an alert to S/4 HANA Stock Requirements List
- Change History Analytics Fiori App
- S&OP Recurring Processes
- Collaborative S&OP with External Partners
- New forecast algorithm in demand management: Naïve algorithms
- Forecast automation: Anomaly detection
- Business network collaboration: Demand forecast collaboration and Web UI for interenterprise collaboration
- Demand-driven MRP: Outbound integration of decoupling point indicators and buffer profiles to S/4 HANA
- Order-based planning: Maximum lateness of demands

Release 1805

1. Potential data protection and privacy features include simplified deletion of personal data, reporting of personal data to an identified data subject, restricted access to personal data, masking of personal data, read access logging to special categories of personal data, change logging of personal data, and consent management mechanisms. 2. This is the current state of planning and may be changed by SAP at any time without notice.
IBP Roadmap

Please see: https://www.sap.com/products/roadmaps.html

- Search on “Integrated”.

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SAP Integrated Business Planning Road Map
Your turn! – Any questions?
Appendix: Additional EY SAP IBP case studies
EY case study: streamlined planning process for a global CPG company using SAP S&OP

- The client had multiple instances of planning and execution systems globally with inconsistency in planning processes.
- The client had redesigned its global demand planning process to provide a bottom/up – top/down planning view and required a flexible and scalable S&OP solution.
- The client had mature, multiple instances of the SAP environment, in which business processes, system usage and data definitions were spread across multiple operating environments. The S&OP transformation program is a multi-phase program to implement the SAP S&OP system, metrics and standardized planning processes.

Project activities
- Analyze demand consensus process
- Design and implement SAP S&OP consensus demand planning to support cross-functional consensus demand planning
- Enable demand planners to plan at the account level and integrate financial planning process with demand consensus process
- Collaborate with client to integrate the commercial plans from CRM (TPM), the demand plan from APO, the financial plans from SAP BW and the actual shipments from ECC into S&OP

Project outcomes
- Effectively met commitments on sales, profit and shared goals
- Improved customer service and delivered at lower cost, with lower inventory levels
- Improved cross-functional alignment, process alignment and collaboration
EY case study: S&OP transformation for a leading global consumer electronics client

► The client needed to transform its S&OP process and enabling technology platform to support its rapid growth.
► Existing solutions did not provide the flexibility needed by sales planners to rapidly analyze, simulate and update the forecast.
► Existing solutions for financial planning required long planning cycle times and did not support rolling forecast process, making it difficult to do plan revisions.

Project activities
► EY helped the client define the future state process, solution and implementation roadmap that considered client end state requirements and timing of related activities.
► Business scenarios were demonstrated and validated. Potential solution gaps were identified, and process or solution approaches to resolve these items were discussed with SAP.
► EY assisted the client to implement the new process and solution for the Americas using SAP S&OP HANA on cloud. The solution was integrated with SAP APO, ECC and BW using Hana Cloud Integration (HCI).
► There will be future roll outs to the Europe and Asia-Pacific regions/divisions as well as to address supply planning needs.

Project outcomes
► Improved efficiency of the sales planning sub-process within the broader sales and operations planning process
► Facilitates sales planning process global standardization
► Provides flexibility to analyze revenue and margin scenarios by modeling price and unit forecasts
► Provides capability to do rapid What If scenarios and comparisons
► Enables shorter financial planning cycle times, thus helping transition to rolling planning process and aligning financial plans to changing market conditions
EY case study: enabling IBP process for food and beverage company

► The client had initiated an IBP transformation initiative. The key challenge was establishing a standard IBP process across the different business units.

► Before implementation, users were using a combination of spreadsheets and legacy solutions to run the IBP process. This resulted in nonstandard processes and metrics across the organization that did not provide the same level of value out of the IBP process.

► SAP IBP/S&OP was selected to enable the IBP process with common design and build across the BU.

<table>
<thead>
<tr>
<th>Project activities</th>
<th>Project outcomes</th>
</tr>
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<tbody>
<tr>
<td>► EY was selected over the incumbent services partner due to our established history of successfully implementing SAP IBP/S&amp;OP.</td>
<td>► Standard and leading practice IBP process established and successfully sustained using the solution</td>
</tr>
<tr>
<td>► The EY team was engaged to implement the solution using SAP IBP/S&amp;OP that covered product management review, demand review, supply review, finance review and management business review.</td>
<td>► Effectively meet commitments on sales, profit and shared goals</td>
</tr>
<tr>
<td>► The solution enables enterprise-wide finance and management review of plans.</td>
<td>► Improved customer service</td>
</tr>
<tr>
<td>► The solution was integrated with operational demand and supply planning systems as well as finance planning systems.</td>
<td>► Improved cross-functional alignment, process alignment and collaboration</td>
</tr>
<tr>
<td>► The project was completed successfully and users are leveraging the solution for monthly IBP processes.</td>
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Monteranto transforms their global supply chain through SAP IBP

EY case study: streamlined planning process for a global life sciences company using SAP IBP supply, demand, S&OP and control tower

► The client needed to transform its planning process from multiple spreadsheets to an integrated instance.
► The client worked with multiple contract manufacturing sites and third-party logistic sites to manually consolidate inventory positions making it difficult to assess an accurate picture of the entire supply chain network.
► The client was creating and reconciling forecasts manually through spreadsheets, and it needed an integrated system to align and track annual forecasts amongst multiple work streams.
► The client needed a flexible system to allow for mergers, acquisitions and divestitures.

**Project activities**

► EY was chosen to implement this solution after successfully implementing an SAP S4 HANA instance as the first phase of the project.
► EY assisted the client for Phase 2 by providing a future state planning process, solution and implementation roadmap that addressed the client’s end state requirements.
► EY assisted the client in implementing the new process and solution using SAP IBP Supply, Demand, S&OP and Control Tower and creating a direct connection with SAP S4 HANA.
► EY created an innovative process to manage an end-to-end supply plan for contract manufacturing and third-party logistic sites.

**Project outcomes**

► Integrated planning process with end-to-end visibility of the supply chain network
► Provided flexibility to analyze safety stock and capacity levels at each contract manufacturing and third-party logistics sites
► Provided capability to do rapid What If scenarios and comparisons and share across users to understand end-to-end supply chain impact
► Enabled visibility across work streams to ensure data consistency and create “one source of truth” for data
► Through JAM, created a collaborative process to enable sales and inventory operations planning
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1807-2798926
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