Chris Turner

Serious About Growth? Forget ‘S&OP’ and ‘IBP’ – Start with Leadership and Strategy...

Just about every organisation claims to have a ‘growth strategy’. Growth has always been on the agenda for every business, but the competitive landscape has been changing in unprecedented and fundamental ways. And growth is becoming more illusive than ever.

Sales & Operations Planning (S&OP) has been evolving into ‘Advanced S&OP’, or Integrated Business Planning (IBP). However, these incremental changes – more commercial involvement, more top management attention, better integration with budgeting and financial planning, improving forecast accuracy -- are not keeping pace with changing conditions. If you’re serious about growth, you know the external conditions and internal pressures for change require recalibration of outmoded processes, capabilities, and mindsets.

“You can’t dig a new hole by digging the same one deeper”
Edward De Bono

Instead of starting with ‘the process’, you need to start with your strategic context, choices, and priorities. Then you must create a platform for cross-functional decisions, coherent action necessary to deploy and deliver strategy, and the rapid feed-back and course-correction to adapt to inevitable change.

This presentation will provide insight into:

• Why ‘Tactical IBP’, and traditional ‘implementation approaches’, have been rendered obsolete in an increasingly volatile and unpredictable world.
• How to develop ‘Strategic IBP’ to represent your context, culture and strategy, avoiding ‘process for process sake’.
• How to transition to ‘Strategic IBP’ as a platform for strategy deployment and delivery that ensures relevance, impact and sustainability.
• How to create a framework to identify potential leverage points in your organisation to quickly get traction, demonstrate impact, and build momentum.

Chris Turner
Chris is co-founder of StrataBridge, the boutique consulting firm advising ambitious, fast-moving, growing organisations on strategy development, deployment and delivery. A highly respected facilitator, Chris works with business leaders and cross-functional teams to bring strategy to life and establish the processes, behaviours and capabilities
to make it real, make it happen and make it stick. He has a particular focus on
developing joined-up decision-making capabilities – e.g. Sales and Operations Planning
(S&OP), Integrated Business Planning (IBP), etc. – as a means of deploying and
delivering strategy and accelerating growth.

Chris has worked with companies of all shapes and sizes, across industries, across
cultures, and has consulted in over 30 countries. Chris’s clients include AstraZeneca,
Becton Dickinson, Coca-Cola, Danone, Innocent Drinks, Pfizer, PZ Cussons, Mars, SC
Johnson. He is a regular speaker at international conferences and strategy retreats.