

Client Profile

Architectural Elements Manufacturer

The Challenge

An international manufacturer of architectural elements partnered with Oliver Wight after two failed attempts at DIY IBP implementations.

Having multiple manufacturing facilities worldwide, and continuing to acquire several more, this industry consolidator lacked visibility of its business planning capabilities, which was critical to maintaining its aggressive focus on operating improvements to drive core revenue growth and productivity.

Millions of dollars were on the line due to highly fragmented business planning.

The Solution

The organization was determined to implement IBP across all its global business operations. To do so, they took critical actions:

- Essential, appointing an SVP to lead the IBP transformation.
- A team was created to apply change management best practices and support the IBP rollout process.
- Oliver Wight was engaged, and they utilized the Proven Path methodology.
- To support the IBP process and drive visibility and business insights, they utilized Oliver Wight's technology enablement suite, including Ollie Accelerator Basics and Advanced.

The Results

The company realized impactful business results:

- Navigating COVID using scenario planning with a single set of numbers that was used by finance to support financial reporting.
- \$500m in revenue opportunities was identified as part of insight driven analytics using the Ollie Accelerator and changing behaviors from a constrained/prioritized demand mindset. Now sizing the business for growth.
- The company now has an understanding of the key decisions that will effectively establish the growth strategy.
- They can confidently navigate change and reshape their growth trajectory, having incorporated a robust risk opportunity management strategy.
- Using Ollie Accelerator, without PowerPoint, there is significant reduction in IBP meeting prep.
- Overall, increased efficiency, effectiveness, and teamwork.
- The implementation is being expanded across all international plants.

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