

WHITE PAPER

From chaos to control: Integrated business planning for a resilient supply chain

Navigate disruption, eliminate risk, enhance collaboration, and optimize end-to-end decision-making



Strategic Partnership Overview: Transforming Supply Chain Planning

By combining AWS's scalable AI/ML-powered cloud infrastructure, Anaplan's connected planning platform, and Deloitte's deep supply chain and transformation expertise, our strategic partnership delivers a comprehensive solution for enterprises looking to modernise planning operations.

Together, we empower organisations with end-to-end visibility, predictive insights, and sustainable, low-risk transformation — enabling faster, smarter, and more resilient decision-making.

Key Partnership Benefits

- Accelerated time-to-value through industry-specific solutions and rapid deployment methodologies
- Smarter decisions, faster with advanced analytics, AI/ML, and real-time scenario planning
- Reduced transformation risk with Deloitte's proven change management and implementation frameworks

Success Story

A global automotive manufacturer leveraging our joint solution achieved:

- 25% reduction in planning cycle time
- 18% improvement in forecast accuracy
- €4.5M annual savings in working capital

Looking Ahead

Together, AWS, Anaplan and Deloitte continue to co-innovate at the intersection of connected planning, artificial intelligence, and industry expertise — helping enterprises build resilient, future-ready supply chains that drive competitive advantage.

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Find confidence amid uncertainty

Building supply chain resilience has become an imperative for business leaders in an uncertain global environment. Whether navigating geopolitical tensions, climate change, or a public health emergency, alignment across all internal functions allows you to rapidly adapt to shifting market dynamics.

But speed of response to these changing conditions is not the only factor for success — decisions need to be based on accurate, up-to-date data to reduce risk. Fragmented data can lead to wasted time, poor decisions, and missed opportunities, which impacts margins and profitability.

To build resilience, you need real-time visibility, AI-driven forecasting, and a connected approach to supply chain planning to foster cross-functional collaboration and agility. A planning platform that seamlessly integrates finance, sales, and operational planning — providing a single source of truth — moves business leaders beyond guesswork toward confident responses, however and whenever the market shifts.



See clearly through the complexity

Supply chain decision-making has never been more challenging. Shifting market conditions, labor shortages, and technological advancements — as well as internal obstacles such as outdated methodologies, siloed data, and disconnected processes — make transformation necessary.

And yet, most decision-makers still rely on outdated processes, spreadsheets, and siloed data to plan. Critical decisions, and the assessment of their effectiveness, are still often grounded in subjective interpretation. Global research and advisory firms including IDC, Gartner and Forrester, agree that today's global supply chain challenges highlight the need for comprehensive integrated business planning (IBP) processes.

IBP helps business leaders balance resources and financial goals through collaboration, process excellence, and decision support tools. Connected planning enables IBP by aligning demand, supply, and scenario planning within sales and operations planning (S&OP).



This approach eliminates silos of information, pockets of indecision, and data discrepancies, making it easier to achieve the data reconciliation that is critical for success. By incorporating advanced capabilities like predictive analytics and real-time scenario planning, Anaplan empowers chief supply chain officers (CSCOs) and other heads of supply chain to anticipate disruption, evaluate potential outcomes, and make informed decisions swiftly.

But what's holding some businesses back?

Overcoming resistance to IBP

IBP offers clear advantages over spreadsheets and traditional business intelligence (BI) tools, but its implementation represents a significant shift in planning processes, which can lead to resistance. Legacy technologies and fragmented data pose additional challenges, often due to disparate systems or a lack of integration skills and tools.

Partnering with an IBP provider that possesses the right expertise and resources for data cleansing and integration is key to unlocking the full potential of the technology. Greater adoption of IBP fosters collaboration, reduces data inconsistencies, and enhances data utilization across your organization.

Visionary supply chain executives are embracing this opportunity to transform their operations, extend collaboration across the organization, and solidify the supply chain's role in delivering enterprise value.





With connected supply chain planning enabled by IBP, you can:



Align supply chain and organizational design models for better efficiency.



Use advanced computing to better understand and react to changes quickly.



Improve collaboration and visibility with integrated planning and real-time alerts.



Automate processes and decisions as needed.



Capture insights from execution patterns to drive continuous improvement.



Enhance planning with demand segmentation, capacity optimization, and scheduling.



Create flexible planning scenarios for quicker, more informed decisions.



Leverage machine learning for more accurate forecasting and custom solutions.

With IBP, Coca-Cola
attained 70% accuracy
in forecasting at an
industry standard of
50%



The platform allows us to build in a much more agile fashion. We iterate constantly. We can react at the speed of business.

Director, RGM Systems Enablement, The Coca-Cola Company

The iconic Coca-Cola script logo in red.

What does best-practice IBP look like?

The goal of planning is to achieve better outcomes faster by making fact-based, cross-functional decisions with accurate and timely information. For most companies, this information is spread across multiple systems. Along with strong process design, it's important to find technology that supports the integration aspect of IBP, which goes beyond just data integration.

Business plans must be developed and communicated both horizontally and vertically, crossing divisions and organizational boundaries. Best practices include:

- Making IBP the hub between corporate strategic/annual operating plans and division/functional operating monthly plans
- Aligning commercial, product, and strategy with S&OP
- Extending demand and supply planning to include key customers and suppliers

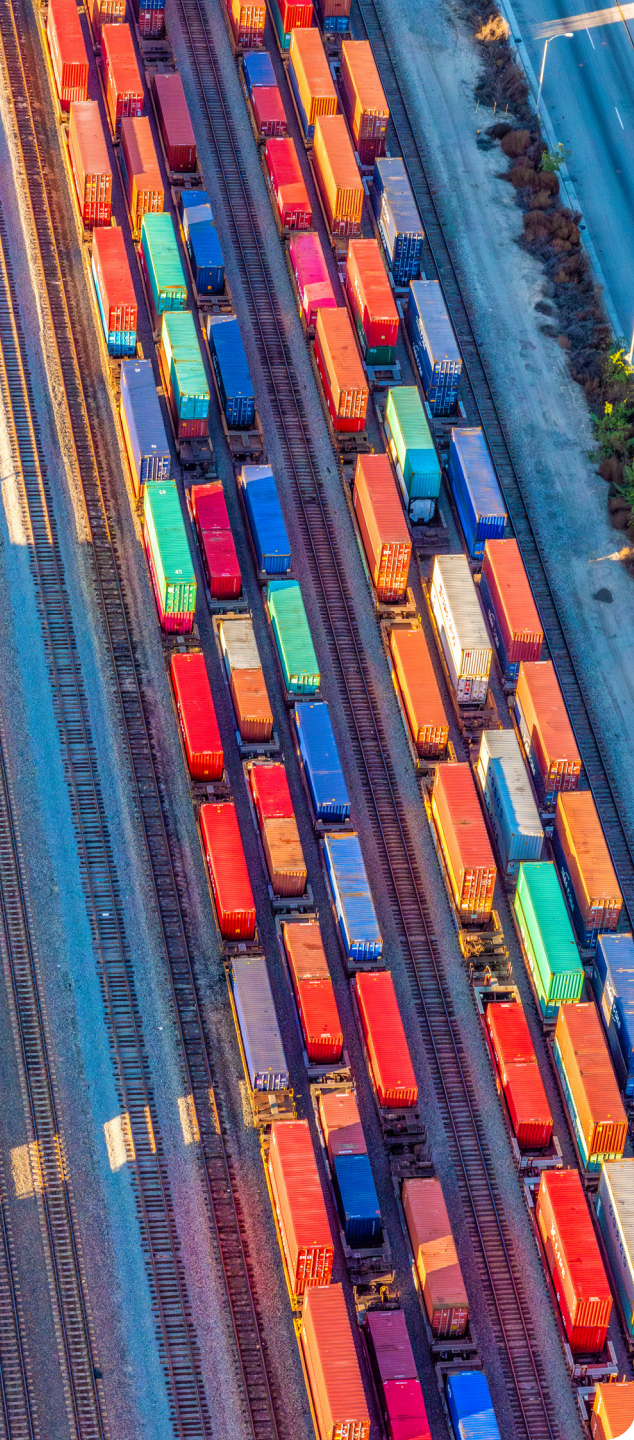
- Ensuring visibility of risks and execution challenges in decision-making

Timing is also critical — plans need to consider multiple time horizons, with ongoing decision support based on new developments. This interconnected flow of information and decisions requires supporting technology.

Building a world-class IBP system is a journey. Some companies start working horizontally based on meeting strategic customer objectives like on-time/in-full delivery, which depends on aligning customer plans and orders with distribution, inventory, manufacturing, and suppliers.

Others work divisionally or geographically, based on the importance of vertical alignment of operations and strategy of those organizations.

The most important step is the decision to tackle the challenges with partners in technology and process that you trust.



How others have implemented and benefited from IBP



Pharmaceutical giant Johnson & Johnson faced challenges with fragmented data, disconnected technology, and unclear profit and loss (P&L) impact in supply chain forecasts. Anaplan addressed these issues by improving data visibility through a connected platform and streamlining processes.



Sportswear brand On deployed Anaplan for finance, supply, and demand planning, cutting cycle times by 88% and unleashing more time for innovative projects.



Automaker Jaguar Land Rover transformed multiple business processes with Anaplan, starting in supply chain and moving into sales, marketing, workforce, and finance planning.

IBP in action

Top organizations use IBP to improve collaboration across the enterprise and optimize their strategy.

They can do this in the following ways, with financial planning forming a key piece of the puzzle.



Portfolio planning: IBP provides a comprehensive and integrated view of the entire product portfolio, including the status of current products, the development pipeline, and the potential introduction of new offerings based on accurate market predictions.

Demand planning: Companies can identify the gaps between the unconstrained demand plan and the actual demand, considering the impact on gross profit compared to the budget. They can also compare gross profit with the budgeted or expected gross profit, a process crucial for understanding and managing discrepancies in demand forecasting and financial performance.

Supply planning: With IBP, companies can optimize the supply chain, finding the right balance between inventory levels, capacity, and investments in production facilities and trade-offs, including those related to the frequency of manufacturing and production runs based on factors like demand variability, production cost, and storage constraints.

Integrative alignment: IBP helps align cross-functional plans — particularly those related to supply chain and demand forecasting — with the overall goal of optimizing the P&L statement and ensuring consistency in reporting.

Management review: IBP allows companies to integrate relevant data from R&D, manufacturing, marketing, and sales to improve P&L. It also enables them to make macro, cross-functional decisions, for example, incorporating the considerations of in-house teams with external partners, which has implications for cost structure, production capacity, and overall operational efficiency.

Automaker Jaguar Land Rover transformed multiple business processes with Anaplan, starting in supply chain and moving into sales, marketing, workforce, and finance planning.



We've been able to increase our short-term forecast accuracy to 90%.

Matthew Dickerson, Head of Anaplan CoE, Jaguar Land Rover



IBP Speed, accuracy, and predictability

IBP's benefits are visible throughout the organization in the form of speed, accuracy, and predictability. In fact, by aligning and integrating financial and operational plans, organizations experience:

- More accurate and faster budgeting and forecasting
- Accountability and visibility for regulatory and auditing purposes
- Improved insight into revenue operations
- Increased predictability and reduced unknown risk
- Agility to make critical business decisions faster

While some benefits are realized immediately, others accrue over time as the IBP implementation matures. This can take the initial shock out of adoption since IBP can be rolled out incrementally based on the organization's readiness and comfort level.

The CSCO may already realize some benefits of IBP if a well-run S&OP process is being executed. S&OP is designed to balance demand plans with supply plans to reach a consensus plan for each business unit's execution.

The coordination of planning extends beyond the CSCO to include other stakeholders in the executive suite, from finance to commercial and beyond.

In addition to the CFO and CSCO, chief human resource officers (CHROs) will certainly appreciate any solution that brings foresight and stability to their workforce planning processes.

As the implementation matures, more wins for more stakeholders materialize. Ultimately, few individuals desire to play the role of drill sergeant. Most team members want to be part of a collaborative, successful enterprise that IBP helps create. Key success factors to executing IBP are sophisticated technology support for collaboration, data management and decision support along with process discipline.

What does IBP deliver?

By adding deeper visibility into key business planning and operations, IBP aligns decision and action across its integrated business functions. Visibility yields business agility, enabling better decision-making needed to effectively respond to changes in business conditions.

For the CSCO, IBP delivers unprecedented visibility across interdependent business functions, their planning, and their impact on supply chain plans and operations. Greater visibility and alignment across supply and demand planning functions in turn yields more accurate forecasting, predictability, and cross-team collaboration — all resulting in higher operational agility to make fact-based decisions faster, adapt in near real time, and execute faster in changing business conditions.

By implementing a robust IBP process, organizations can enhance their ability to forecast demand accurately, align resources efficiently, and make informed decisions that promote growth, profitability, and customer satisfaction.





Higher growth: With IBP in place, companies can reduce lead times to ensure timely delivery of products and enhance responsiveness to shifting market demands. With strategic reallocation of resources, such as personnel, funding, and production capacity, companies can transfer focus from less profitable products to those with higher profit potential.



Supply chain resiliency: By integrating supply chain considerations into the broader planning process, companies can create a resilient supply chain that adapts to changing conditions. Companies can use IBP to strategically manage inventory levels, minimize holding costs, and ensure that products are available in the right quantities at the right locations.



Optimized working capital: Optimizing working capital is crucial for financial health. IBP contributes to more efficient use of working capital, ensuring that resources are deployed effectively. It also supports better supply chain efficiency and risk management, through scenario planning and risk assessments.

Sportswear brand On deployed Anaplan for finance, supply, and demand planning, cutting cycle times by 88% and unleashing more time for innovative projects.



Anaplan empowers us to do so much more than grow our business. It gives us the flexibility to innovate.

Jiahui Yin, Chief Operating Officer, On





Control the chaos

The planning process is largely about making critical decisions early and the ability to see change, make adjustments, and assess performance and risks against desired outcomes. IBP removes latency, risk, and blind spots from decision-making and planning processes through the careful orchestration of the data, people, processes, and context across the organizational disciplines that need to work together.

To build resilient supply chains, leaders require comprehensive solutions that seamlessly integrate finance, sales, and operational planning. This involves enhancing visibility across the supply chain, diversifying sourcing strategies, and integrating advanced technologies for real-time monitoring and response.

Anaplan's AI-infused scenario planning and analysis platform is an agile and secure cloud-based environment used to optimize decision-making across your organization, from strategic to operational levels. This holistic integration ensures that supply chain strategies are not developed in isolation but are aligned with financial objectives and sales forecasts, enhancing your ability to respond effectively to market dynamics.

[Learn more about Anaplan for Supply Chain](#) →



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To learn more about AWS, visit aws.amazon.com.

Anaplan

Anaplan is the only scenario planning and analysis platform designed to optimize decision-making in today's complex business environment so that enterprises can outpace their competition and the market. By building connections and collaboration across organizational silos, our platform intelligently surfaces key insights—so businesses can make the right decisions, right now.

More than 2,500 of the world's best brands continually optimize their decision-making by planning with Anaplan.

To learn more, visit www.anaplan.com

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