



USING THE INTEGRATED BUSINESS PLANNING (IBP) PROCESS TO ENHANCE THE INTEGRATION OF ALL FUNCTIONS AND DECISION MAKING



CHALLENGE

Kimberly-Clark Corporation is an American multi-national corporation that produces personal care hygiene products. Founded in 1872, K-C is leading the world in essentials for a better life. Kimberly-Clark Brasil brand-name products include Kleenex® facial tissue, Intimus® feminine hygiene products, Neve® and Scott® toilet paper, and Huggies® disposable diapers. In 2016, K-C celebrated 20 years of presence in Brasil. Several business units were struggling to have all functions aligned in the same game plan. Surprises and a high level of expediting were part of the management process. Short-term decisions were required; long-term visibility was not a holistic way by all functions. Issues were being decided on in functional areas as standalone and not being brought to the appropriate organization level nor was a formal review taking place, which adds to the challenge. As a final result, there was a major difference between planned and executed.

In Brasil, some business units did not have all functions aligned, causing a high level of expenditure as part of the management process giving them an opportunity to establish formal forums to better align what was planned and executed.

SOLUTION

The leadership team decided that their goal was to integrate and connect the long-term planning for growth with the day-to-day operational plans involving all functions of the business by testing the latest projections against commitments and strategy, and identifying gap-closing activities. Kimberly-Clark Brasil engaged Oliver Wight to implement Integrated Business Planning in order to develop a formal process that allowed the business to react to changes while still focusing on mid- and long-term strategic planning. With IBP, Kimberly-Clark Brasil aligned all functions in the planning process. Using the Oliver Wight methodology and the hands-on experience of their principals, Kimberly-Clark Brasil was able to implement IBP best practices and react to market changes quickly. Running a formal IBP process allowed Kimberly-Clark Brasil to have improved communication through all functions of the business, which allowed them to impact the bottom line.

RESULTS

- IBP introduced a formalized mechanism to improve the management of business units.
- Discipline was established to execute IBP.
- Communication improved between business units.
- Top management dedication and support became excellent.
- A full-time IBP role was established.
- The IBP process now drives the annual plan.
- The IBP dashboard (KPIs) is used as part of the continuous improvement program.
- Implementation of IBP best practices made a significant impact on the bottom line of the business.

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