SAP Connect Day for Supply Chain Netherlands

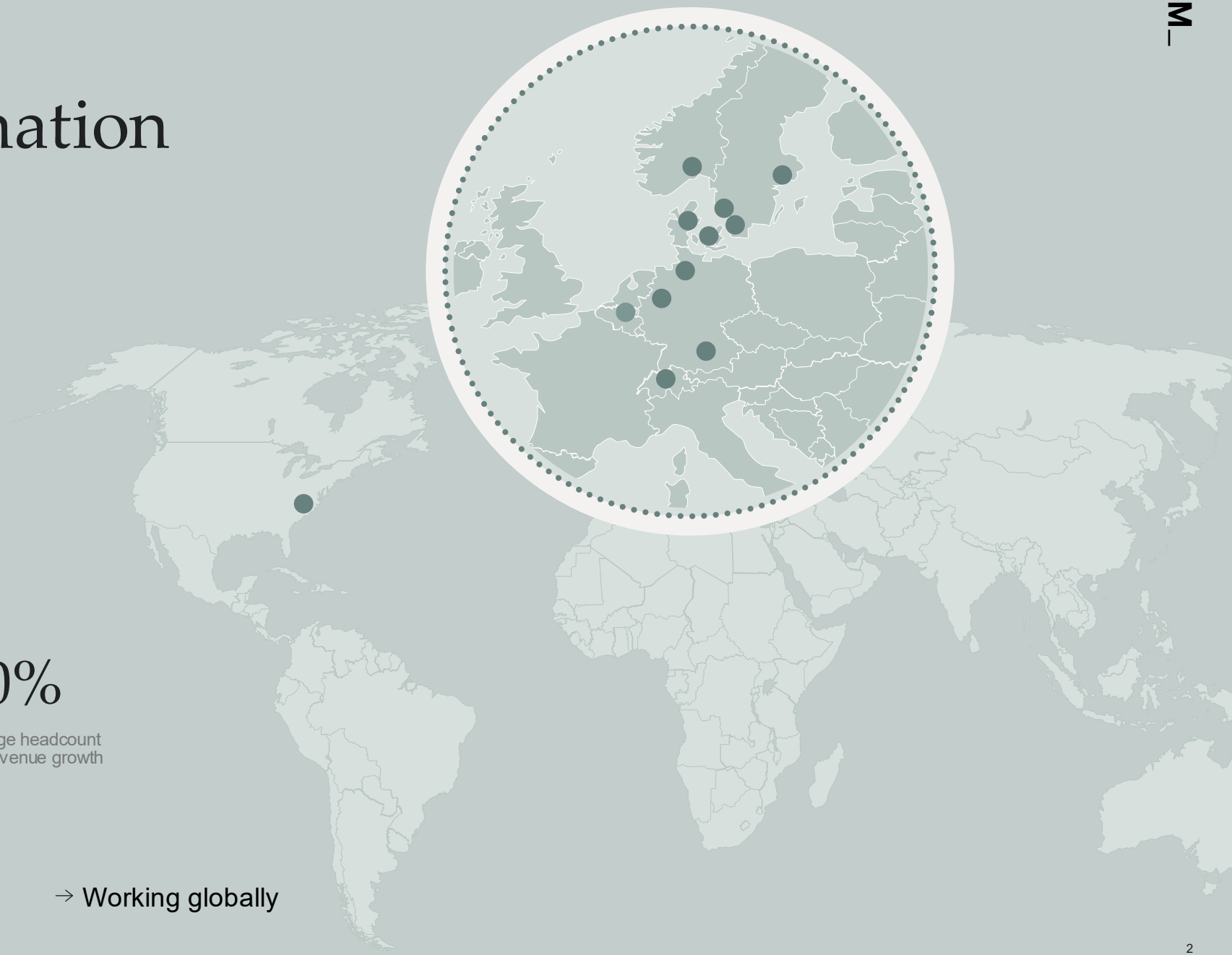
Building Blocks of the Future

An international top-tier transformation consultancy

Born in Scandinavia with offices across Europe and one in Raleigh, NC. With 1,800+ employees, multinational clients and worldwide projects, we offer expertise with a global perspective.

We believe that great organisational impact leads to great impact for humanity.

Implement was created to help turn deep expertise into real change.



1,800+
Employees

800+
Co-owners

20%
Average headcount and revenue growth

→ Founded in 1996

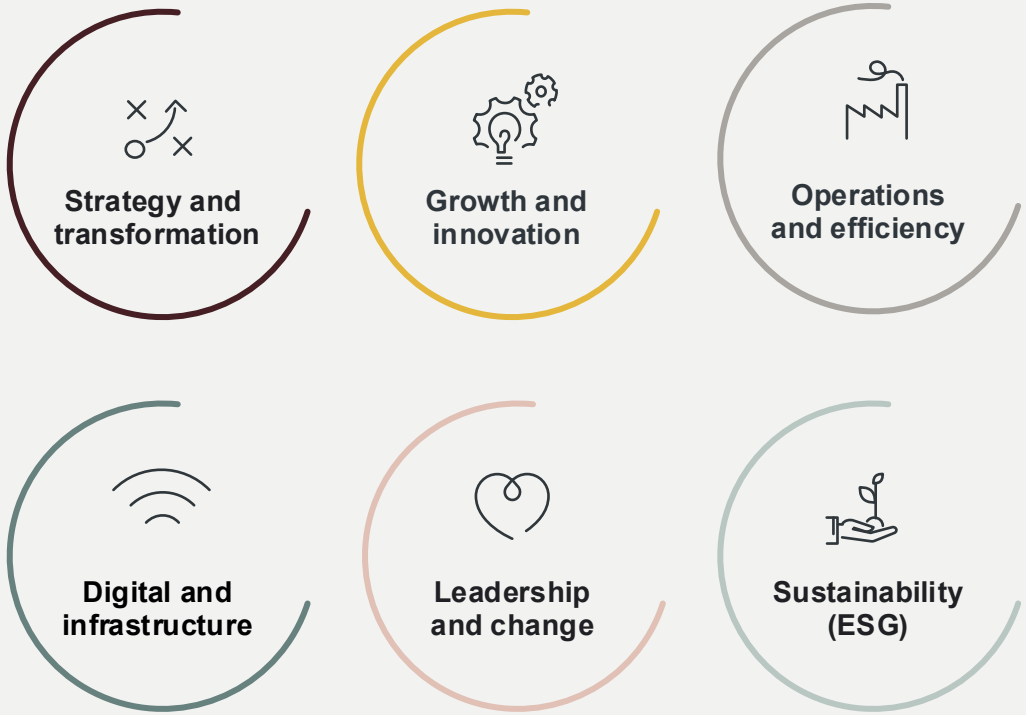
→ Employee-owned

→ Working globally

A unique transformation partner

Our six core service areas cover all parts of the value chain and allow us to help our clients answer some of the toughest questions that companies and public organisations face today.

Combining our deep functional expertise with our extensive experience and insights into what creates successful organisational change makes us uniquely suited to be a transformation partner to our clients.



Our core service areas

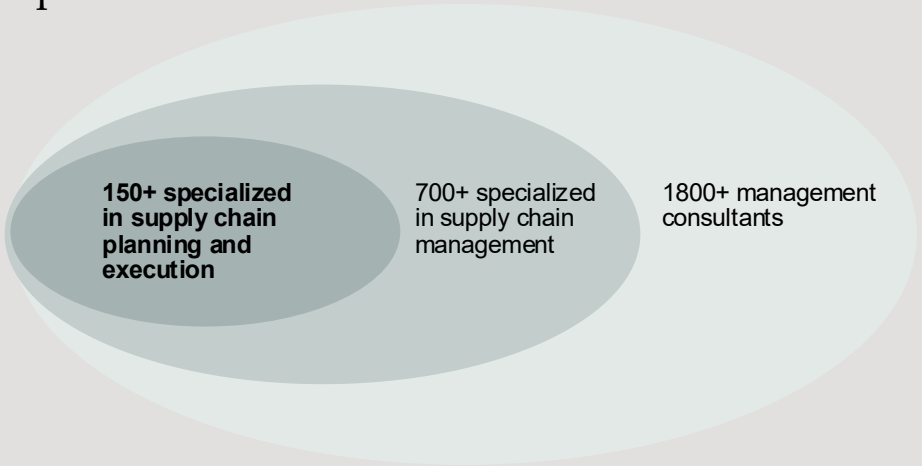
We are **700+ experts** in global end-to-end value chain transformation, with strong experience in several industries

…our customers in the different sectors have trusted us for many years.

Integrated Business Planning	Forecasting & Demand Planning	Financial Planning
Procurement Planning	Inventory Optimization	Constraint-based Supply Planning
Operational Planning & Scheduling	Demand-driven MRP (DDMRP)	Repetitive Flexible Supply (RFS)
Planning system selection	Order Management & Allocation	Implementation partner for SAP IBP

A large pool of *planning* experts

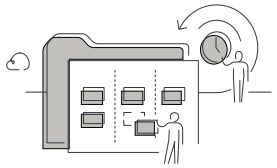
- Among the largest and most experienced S&OP/IBP teams in Europe with established best practice concepts that we have proven at **150+ clients.**
- Leader within S&OP and IBP methodology with **several viewpoints** on best practice guidelines for planning.



Industry value chain reference cases: *ingredients is a key industry for us*

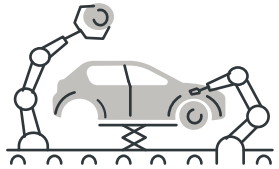
Implement Consulting group – Your ideal transformation partner for fast impact realization with systemic approach to change

Expertise in *supply chain planning* and successful implementation



- Leading company with 20+ years of experience within *S&OP, Supply Planning* and all aspects of *supply chain planning* in several industries.
- Extensive experience in **designing and implementing supply chain planning concepts at all levels**, from strategic to operational level.

SAP IBP front-runners and #1 for IBP in Europe



- Starting from 2014 we have carried out **more than 100 SAP IBP implementation projects** across Europe enabling best practice supply chain planning supported by state-of-the-art system to solve well known planning challenges. We also support a range of other planning systems.

Extensive *change management experience* from numerous IT and business transformations

- Our team comprises specialists in **change management, capability building, and communication**, with extensive experience in end-to-end transformation programmes and digital/IT implementations. This expertise enables them to deeply understand IT, ERP, and Digital Planning.

Collaborative consulting & different ways of working

- We put **people at the heart of the process**, turning true expertise into real change, focusing on impact creation in projects.
- After working with us, **organizations are self-supported** and can successfully run processes and systems by themselves.

Selected viewpoint handbooks on Supply Chain Planning:

- Demand Planning
- Sales & Operations Planning
- Tactical & Master Planning
- Differentiated Planning
- Product Wheel

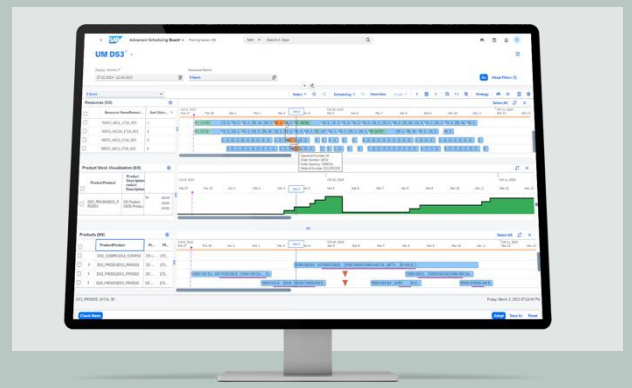
SAP Collaboration & Awards

We are well recognized to be the best players within SAP IBP in Europe with **SAP award winning prizes**

Stephan Kreipl, Chief Product Owner of IBP gives frequent **insights** about **IBP vision & strategy**

Implement Consulting has been awarded **EMEA Partner Excellence Award** for SAP IBP in 2023

We are involved with SAP to **co-develop solutions**, e.g., with Ulrich Mast, ePPDS product owner



Implement Consulting has been awarded **EMEA SCM specialist partner with most go-lives** in 2024

Science. Creativity. Heart.

MAKE JOY

June 2026

MAKING JOY THROUGH SCIENCE, CREATIVITY AND HEART.

IFF is a global leader in flavors, fragrances, food ingredients, health and biosciences.

We deliver groundbreaking, sustainable innovations that elevate everyday products—advancing wellness, delighting the senses and enhancing the human experience.

©2025 Property of IFF Inc.

1 out of 3
probiotic supplements contain IFF probiotics

~ 1 out of 2
nutrition bars contain IFF Proteins

~ 50%
cold laundry products contain IFF enzymes

~1 out of 5
hard seltzers in NA contain IFF Flavors

~1 out of 4
perfumes sold was created by IFF

20 Billion
Vegetarian softgels capsules made per year using SeaGel®

1000+
trees planted in the IFF Corporate Forest

~25%
of chickens are fed IFF enzymes

20%
global beer volume is made with IFF enzymes

~ 1 out of 2
ice cream bars contain IFF ingredients

1 out of 3
yogurts globally are made with our cultures

1 out of 5
baked goods are manufactured with IFF anti-staling enzymes

Bringing joy to consumers' lives everyday

©2025 Property of IFF Inc.

IFF BUSINESS UNITS

TASTE

Great taste without health compromise — the future of innovative **food & beverage** experiences and helping people live better, more fulfilled lives

FOOD INGREDIENTS

For decades, our **range of food & beverage ingredients** has improved nutritional profiles, taste and texture, and provided greater cost efficiency helping people live better, more fulfilled lives

SCENT

Global leader in creating and supplying superior fragrance experiences and cosmetic actives for **consumer product goods and beauty brands** that are good for people & planet

HEALTH & BIOSCIENCES

Inspired by nature and distinguished by world-class **bioscience and microbiome capabilities. Solutions that deliver improved sustainability and enhanced health & wellbeing**

©2025 Property of IFF Inc.

MAKING JOY, CREATING CHANGE

Our people

21,500

Employees globally, with women comprising 35% of upper management

3,700+

Scientists, engineers and technologists

600+

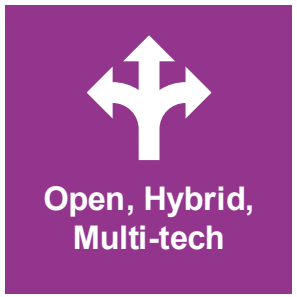
Scent design managers, chefs, flavorists and perfumers

~65

Across approximately 65 countries

©2025 Property of IFF Inc.

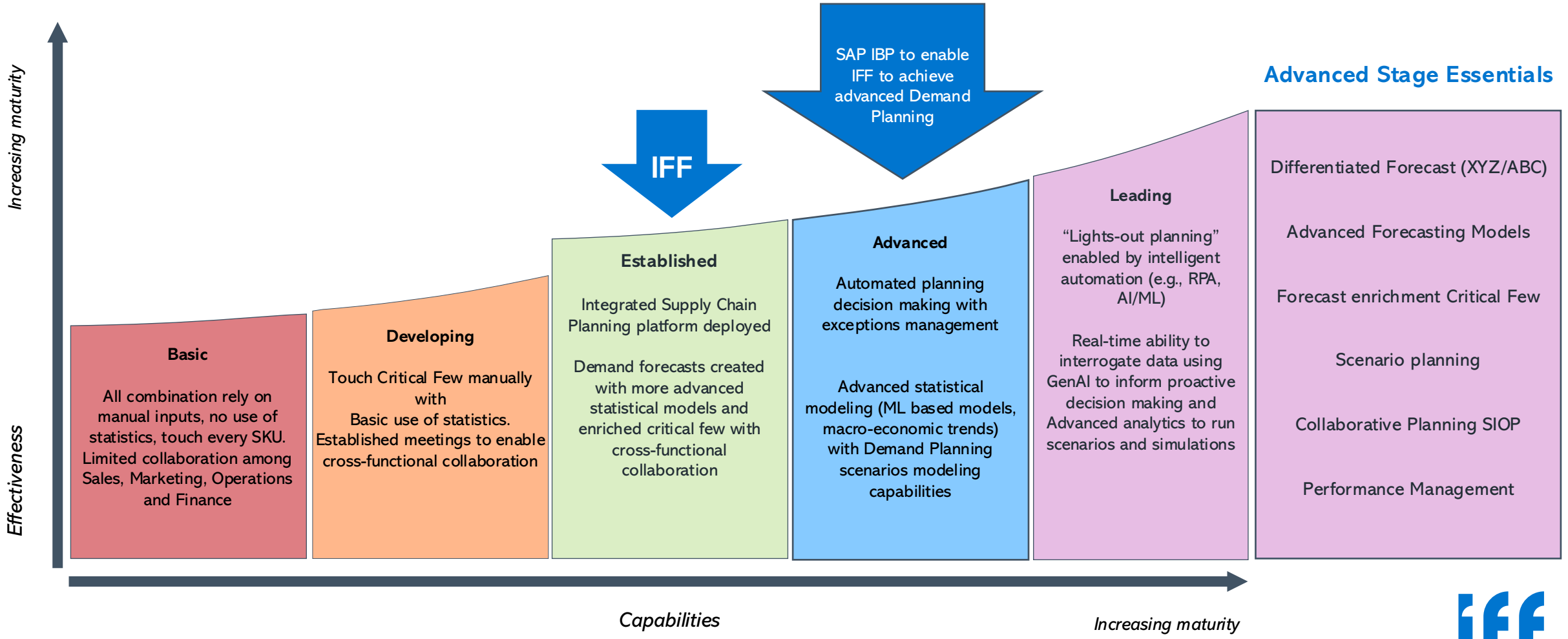
AI AND DIGITAL CAPABILITIES APPLIED ACROSS THE ORGANIZATION



Our Products	Operations	Marketing	HR & Talent	Finance & Legal
Formulation Optimization	Procurement Co-Pilot	Hyper Personalization	HR Co-Pilot	Digital Storyteller
Perfumer & Flavorist tools	Supply Chain Optimization	Creative Content Generation	Requisition Process	Financial Statement Insights
AI Consumer Predictive Modeling	Predictive Maintenance	Consumer Research	Training and Talent Development	Price Optimization
Data Analytics	Demand Forecasting	SEO Optimization	Employee Assistant	Regulatory Reporting

©2025 Property of IFF Inc.

IFF MOVING TO ADVANCED DEMAND PLANNING WITH SAP IBP



IMPLEMENTING SAP IBP MADE US RETHINK THE DEMAND PLANNING ORGANIZATION

- Demand planners to focus on business context, forecast interpretation, and decision-making.
- Data scientists to build and maintain the analytical backbone, ensuring models are robust and scalable.
- Together, they co-own forecast accuracy and planning agility.

- Social Skills and Stakeholder management
- Commercial / Holistic point of view
- E2E understanding of roles & responsibilities
- Stakeholder analysis and understanding perspective
- Communication styles and conflict management
- Relation- and trust building
- Business Oriented and with Supply Chain Knowledge
- Creative and Critical Thinker
- Data Analytical Skillset
- Focus where it matters
- Gap closing (via risk and opportunities)
- Demand-Capacity balancing;

Demand Planner

Data Scientist

- Structured and unstructured data analysis; outliner cleaning;
- Forecast accuracy measures;
- Systems & tools
- Design and fine-tune statistical and machine learning models for demand forecasting.
- Use algorithms like Exponential Smoothing, Prophet, LSTM, or LOESS depending on business needs.
- Configure forecast models in SAP IBP using the Manage Forecast Models app

WORKING WITH DATA SCIENTISTS CAN BE INCREDIBLY REWARDING, BUT IT ALSO COMES WITH A UNIQUE SET OF CHALLENGES...

BUSINESS TEAMS AND DATA SCIENTIST SPEAK DIFFERENT LANGUAGES - BRIDGING THIS GAP IS ESSENTIAL FOR SUCCESS!!!

? ? ? ? ? ? ? ? ?

Demand Planner

Data Scientist

Commercial

Key Challenge Areas:

- Communication & Alignment
- Collaboration & Culture
- Technical vs. Practical

Embed Business Context from Day One

- Onboarding with business immersion — Include sessions led by business stakeholders to explain goals, KPIs, and customer journeys.
- Shadowing business teams — Let data scientists sit in on sales calls, operations meetings, or customer support sessions to absorb real-world challenges.
- Create data–business buddy systems where analysts work closely with demand planners, customer service etc.
- Offer internal or external courses on finance, operations, and product strategy — gain insights and knowledge on Order-to-Cash, Stakeholder management, demand- and supply planning, S&OP
- Foster a Culture of Curiosity and encourage “why” questions and push data scientists to ask why a process exists, why a metric matters, and how their work drives business value.

Metrics into Meaning: Use business KPIs as north stars

- Tie results to business metrics — Encourage data scientists to anchor their models and dashboards around metrics that matter for the business—like “How can we improve accuracy with10%?” - and for the business…. Avoid vague goals — like “Let’s use AI” or “We need a dashboard.”

- Choose models that balance accuracy with explainability — like decision trees over deep learning when appropriate. Start with simple models or analyses to validate assumptions

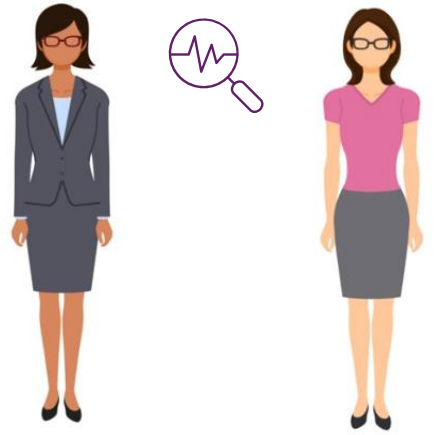
- Narrative-driven reporting — Train data scientist to present findings as stories, not just stats — what does the data mean for revenue, cost, or customer satisfaction? Create visualizations and narratives that resonate with decision-makers

    - Business leaders need to understand *why* a model makes a decision, not just *what* it predicts.

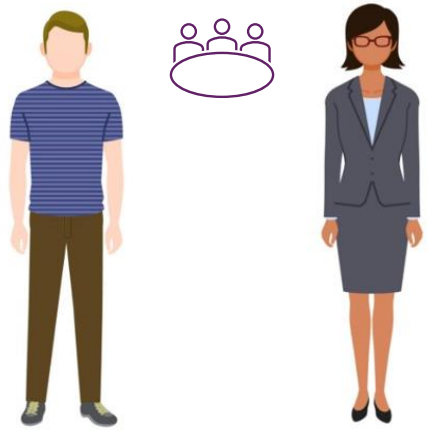
    - Business teams may be skeptical of data-driven approaches or reluctant to adopt new tools and workflows.

- Celebrate business impact — Recognize and reward data projects that lead to measurable business improvements — not just technical excellence.

EXAMPLE OF COLLABORATION: CHOOSING THE RIGHT MODEL



Demand Planner & Data Analyst perform Root Cause Analysis on forecast error. These might be driven by sales manager bias or statistical models



Based on Root Cause Demand Scientist presents and recommends new statistical model to replace former models or sales inputs

Demand Planner discuss and aligns with commercial teams the introduction of advanced models to replace existing models or sales manager inputs

Scenario	Best Model Type	Best Algorithm	Rationale
Seasonal product (e.g., Ice Cream, suntan lotion)	Time Series	Triple Exponential Smoothing	captures the predictable trends (seasonality) vs the baseline
New product launch	Machine Learning	Gradient Boosting	learn from similar product behavior, even with limited history
Sales promotions	Causal	Multiple Linear Regression	models the relationship between demand and external drivers like price, discounts, or marketing.
High-frequency sales (e.g., toiletries, beverages)	Machine Learning	Random Forest	handles large datasets, non-linear patterns, and many variables well
Stable, long-term trend	Time Series	Moving Average	smooths out short-term fluctuations to show the underlying trend for products with consistent demand and little volatility