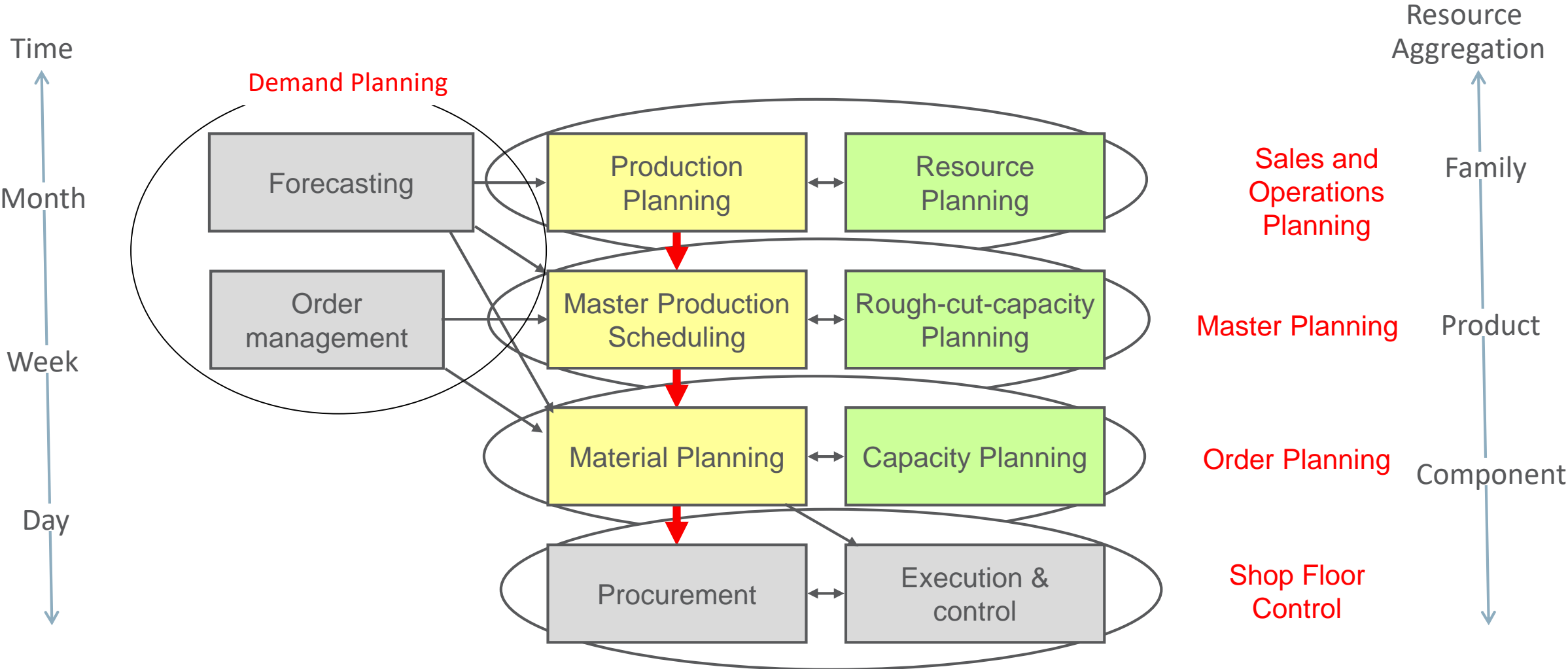


Sales & Operations Planning – S&OP

Short introduction

Dr. Roger Lindau
Senior Executive Advisor
Supply Chain Management, Nordics
January, 2018

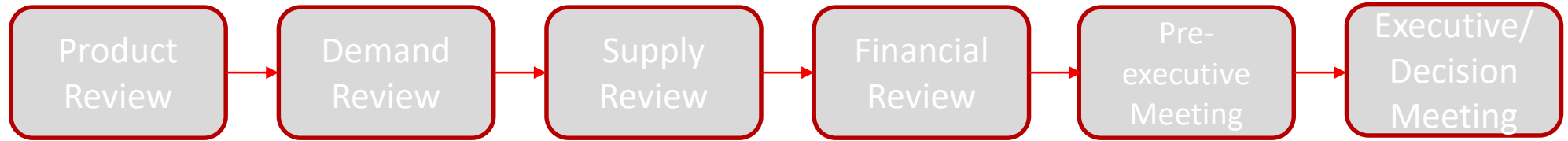
Planning Model (MRPII)



S&OP-participants



The S&OP-process



Process and
time horizon

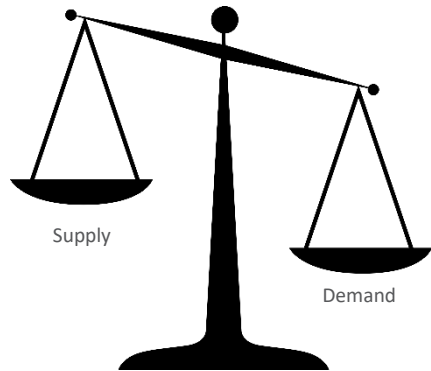
Meetings

Organisation

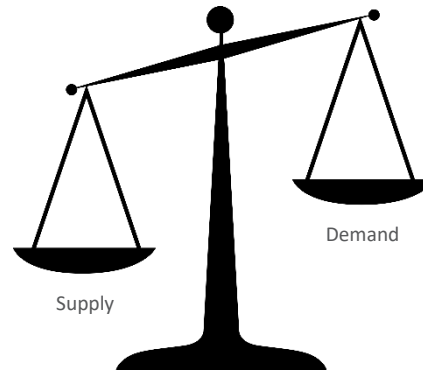
Metrics

Technology

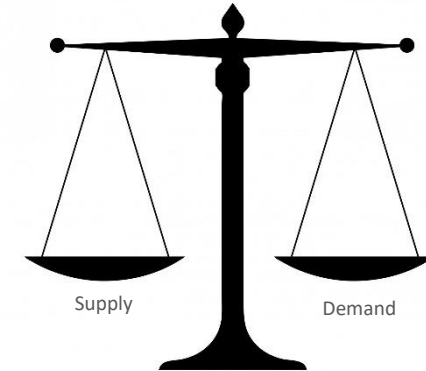
Identify Challenges – Over/Under Load



Supply < Demand = Bottleneck
Longer leadtime
Impaired delivery service



Supply > Demand = High costs
Short leadtime
Poor productivity/efficiency



The "perfect" plan
Supply = Demand

Key Learnings

- A strategic/tactical process involving all stakeholders in a company
- Objective: An effective and seamless flow of products to customers
- How: Identify bottlenecks/challenges in advance in order to be able to find alternative solutions
- Output: A feasible production plan

Agenda

- Introduktion
- S&OP i Nordiska företag
- Paus
- S&OP Case
- En dag för en S&OP-planerare (demo)
- Panel diskussion
- Lättare lunch och mingel

Roger Lindau

Patrik Jonsson

Emir Musabasic

Nanda Kesanapalli

Panel diskussion

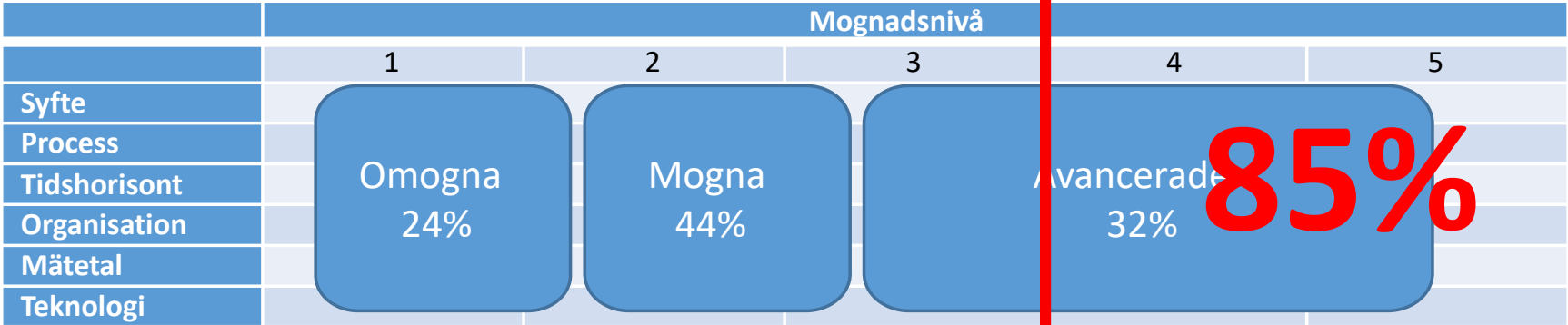
- Deltagare

- Professor Patrik Jonsson
- Emir Musabasic
- NCR
- Nanda

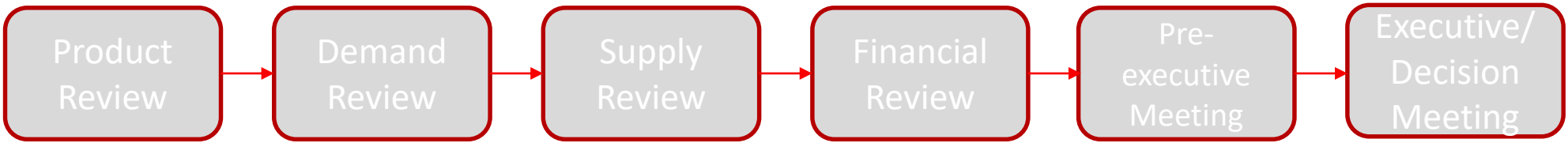
Questions

1. S&OP is a quite mature process and it has been around for some time. However, 85% of companies have not reached the higher maturity stages. Why is that?
2. S&OP involves many different functions and people and is considered as an important strategic/tactical process. However, tangible results are not very easy to derive directly from the S&OP. Which result would you emphasise as the most important output of a well functioning S&OP-process?

Next Step in the Maturity Model



- 85% has reached up to step 3 (Gartner, XXXX)
- How could these companies take the next step in the maturity model?



- This is how it could be done!

