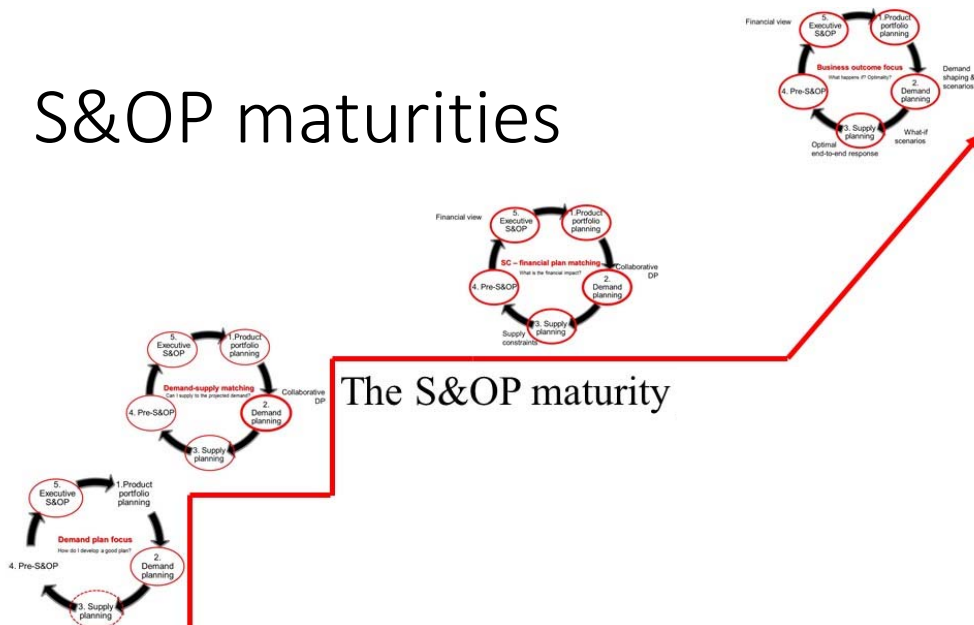


S&OP maturities and performances in Nordic countries

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S&OP maturities



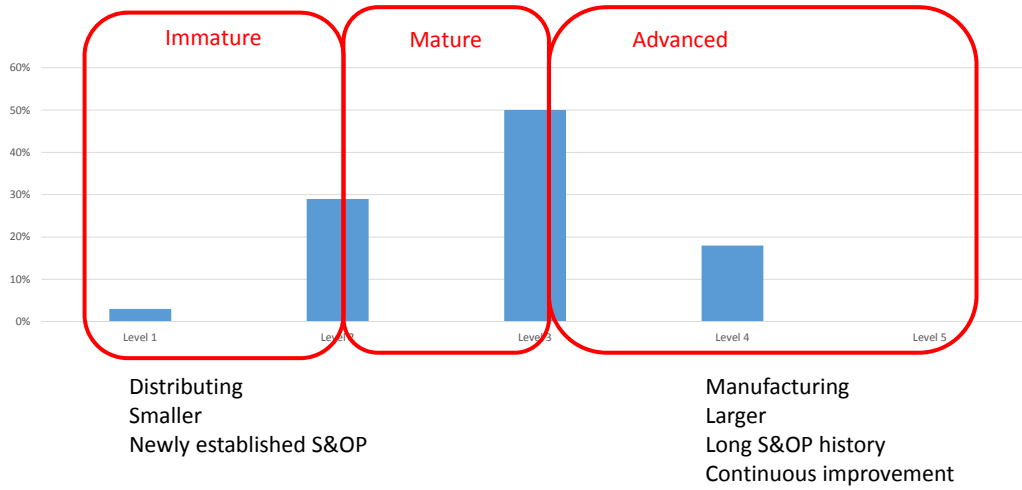
S&OP dimensions and maturity levels



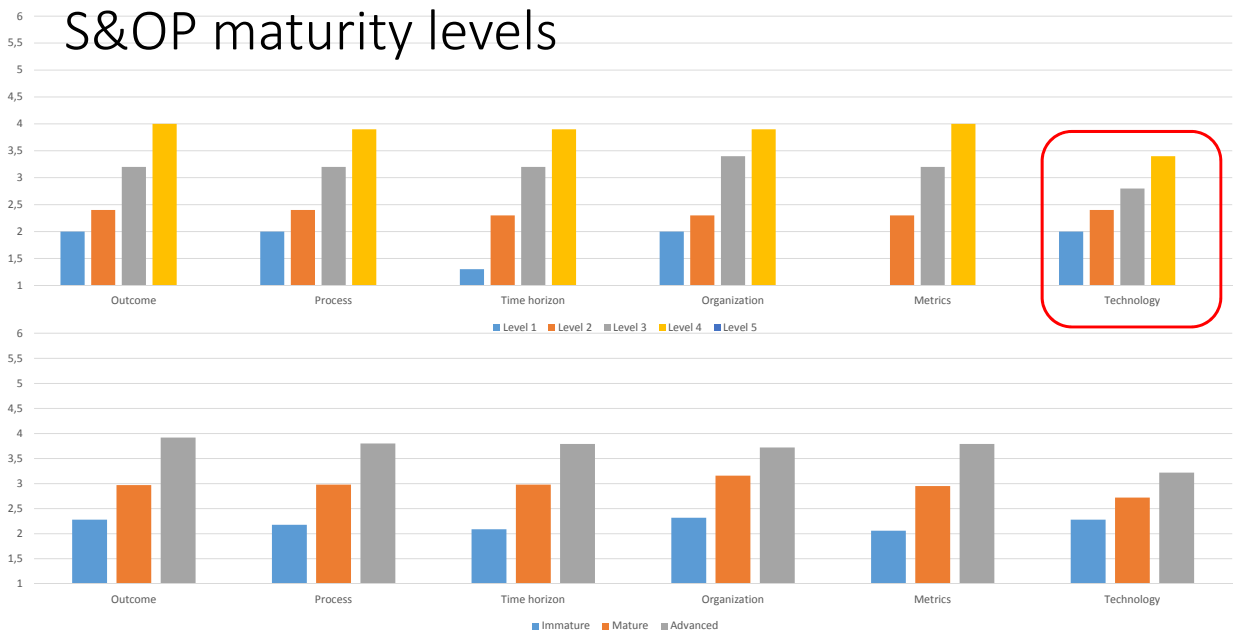
Process:	Formalization, meetings, involvement, alignment, single plan reconciliation
Time horizon:	Planning horizon/focus, process alignment (operational/MPS process, budgeting, business planning), strategic priorities.
Organization:	Process owner, dedicated team, knowledge (executives/all), transparency, executive participation, process trust/commitment
Metrics:	Future performance, SC performance, trade-offs, consolidated view, visualize trends/gaps, assumptions, stakeholder scorecards
Technology:	Interface/integration/translation (ERP, D-S, MPS, Financials), functionalities (DP, SP, What-if/scenarios, revenue/profit projections)
Outcome:	Goal/process/plan alignment, coordinated decision making, operational SC performance, bottleneck identification, strategic/financial business performance.

How advanced S&OPs are implemented?

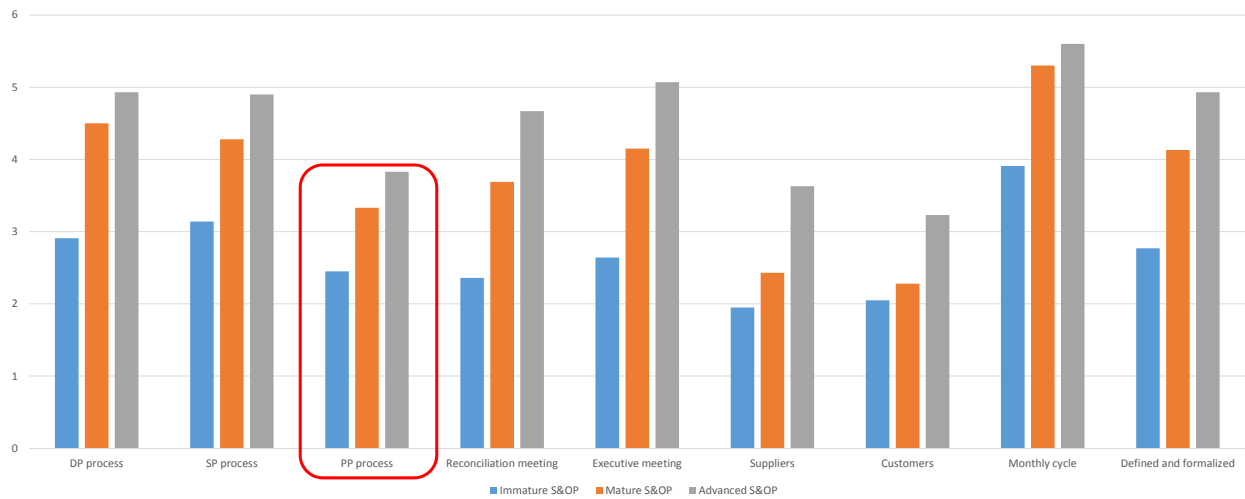
S&OP maturity levels



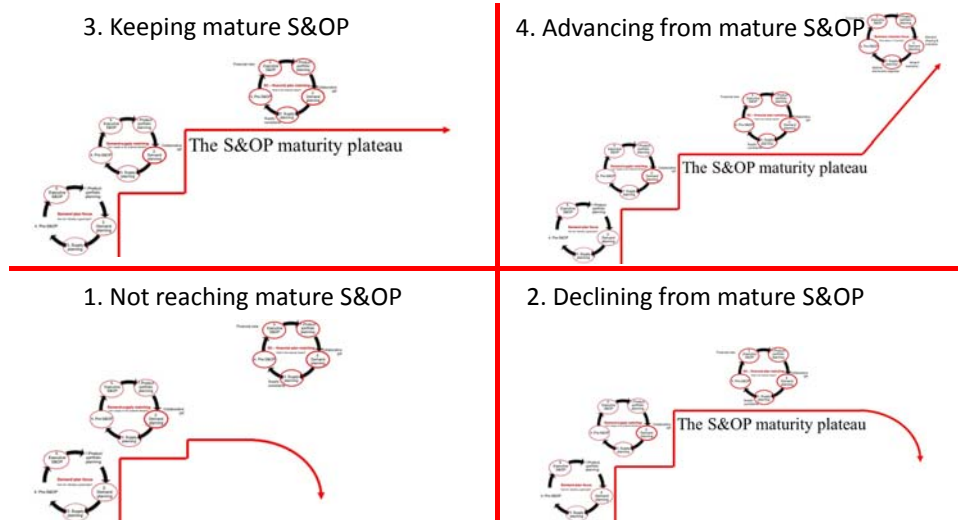
S&OP maturity levels



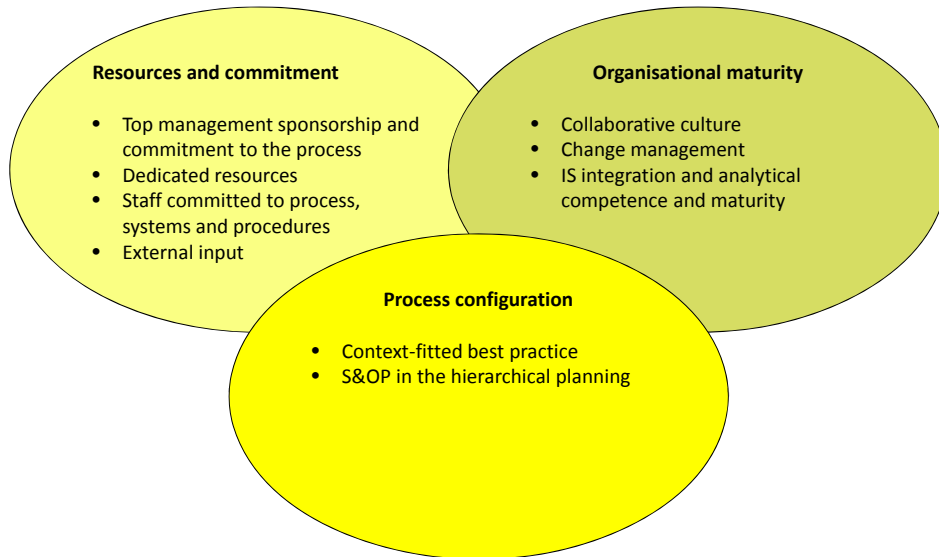
Process focus



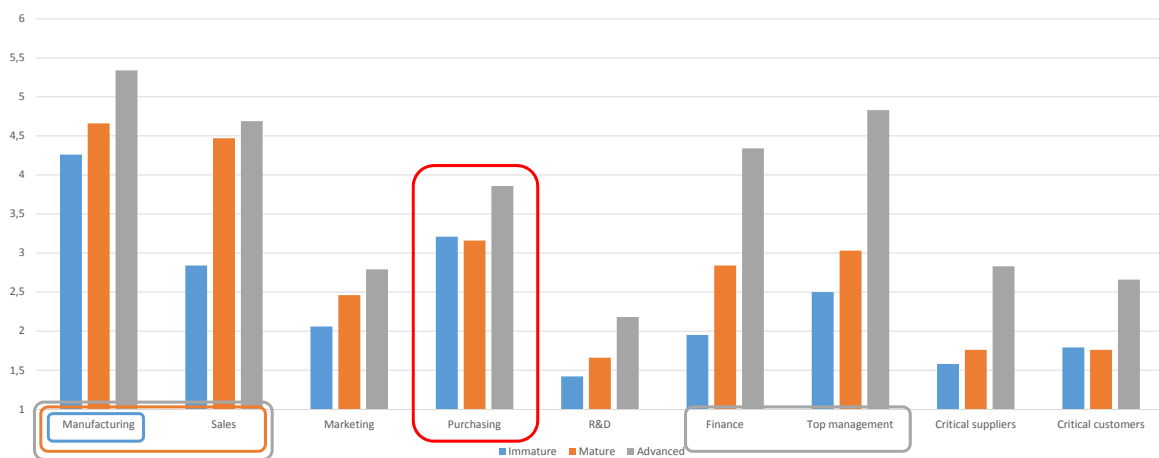
Declining or advancing S&OP?



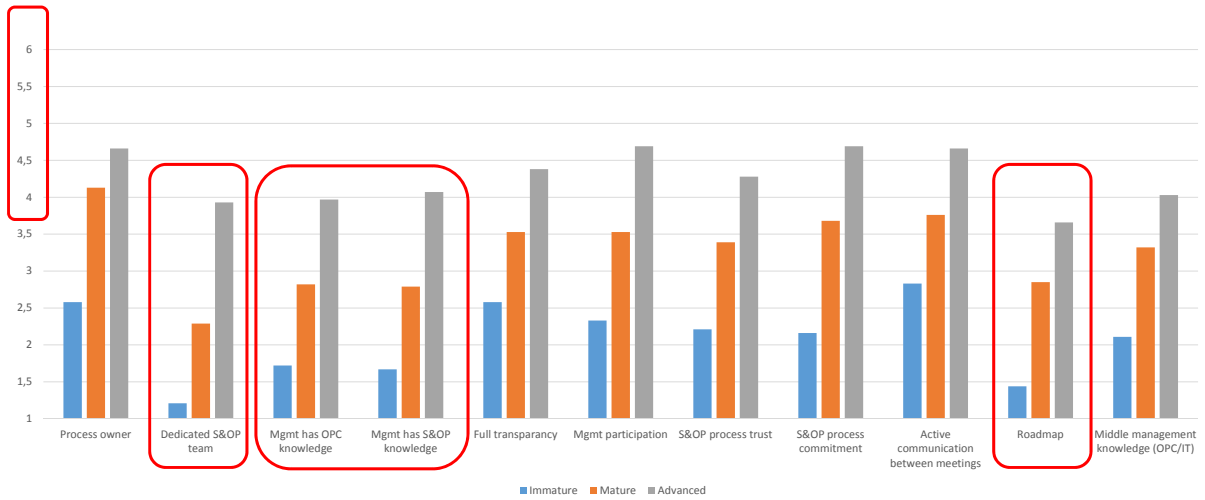
S&OP implementation enablers



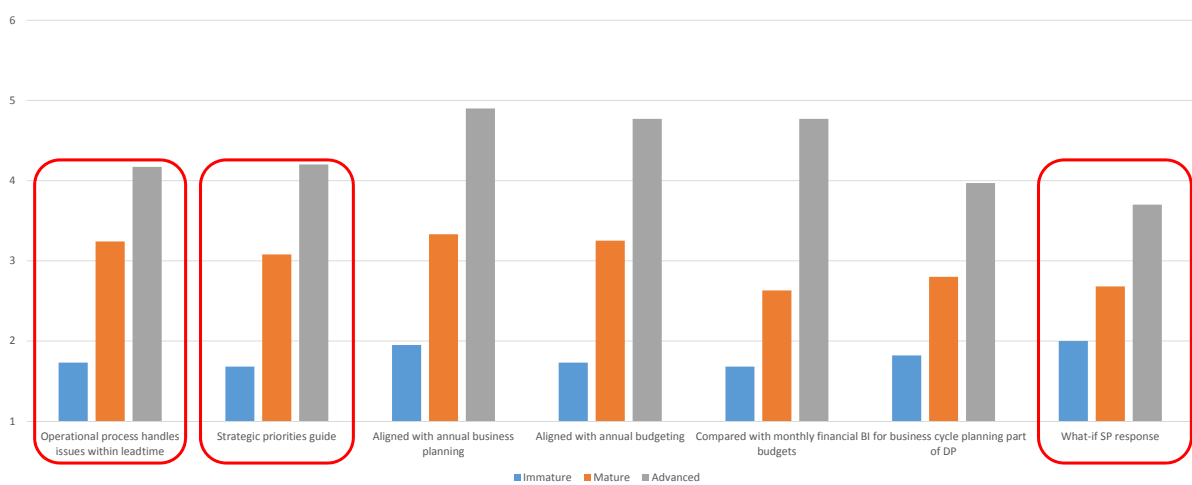
Cross-functional participation



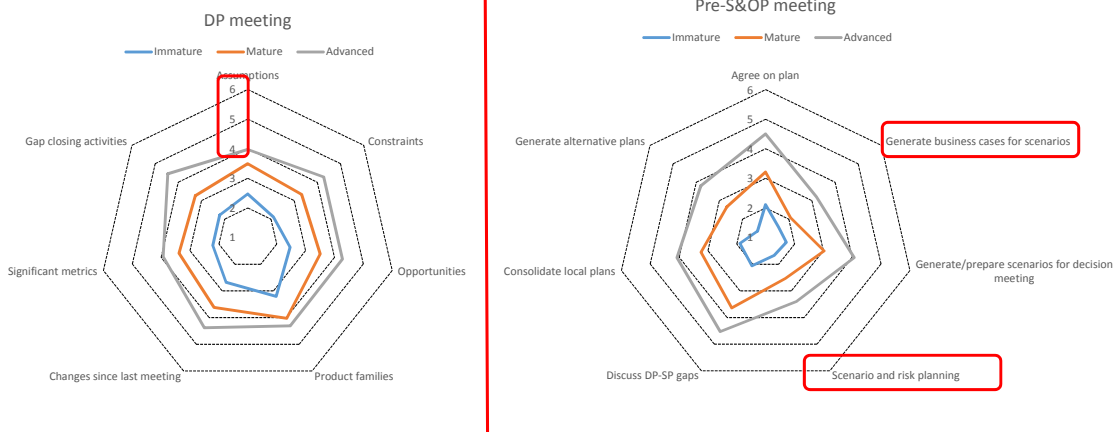
Resources and commitment



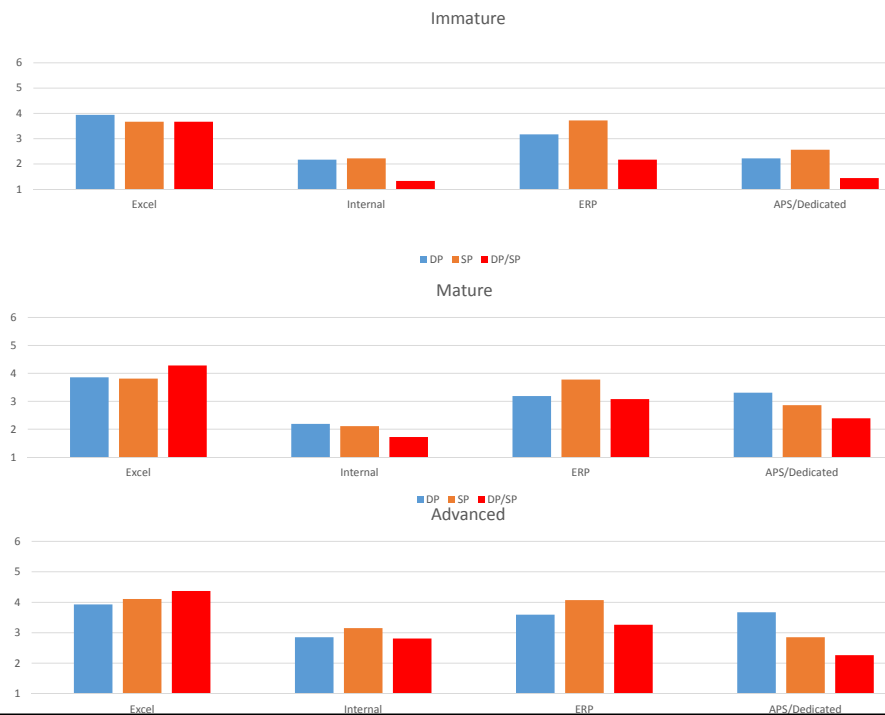
Process interfaces and functionalities



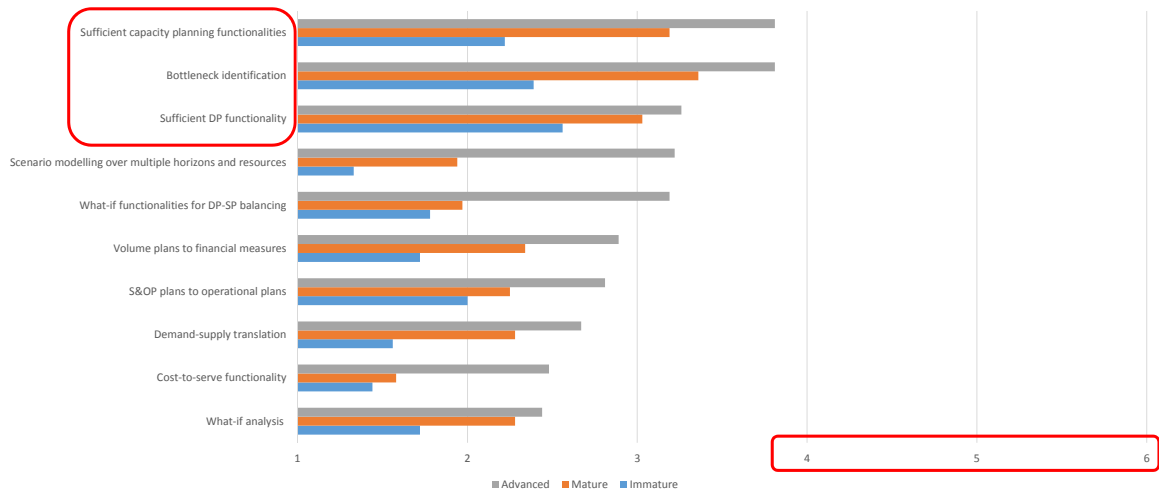
Meetings focus



Technology

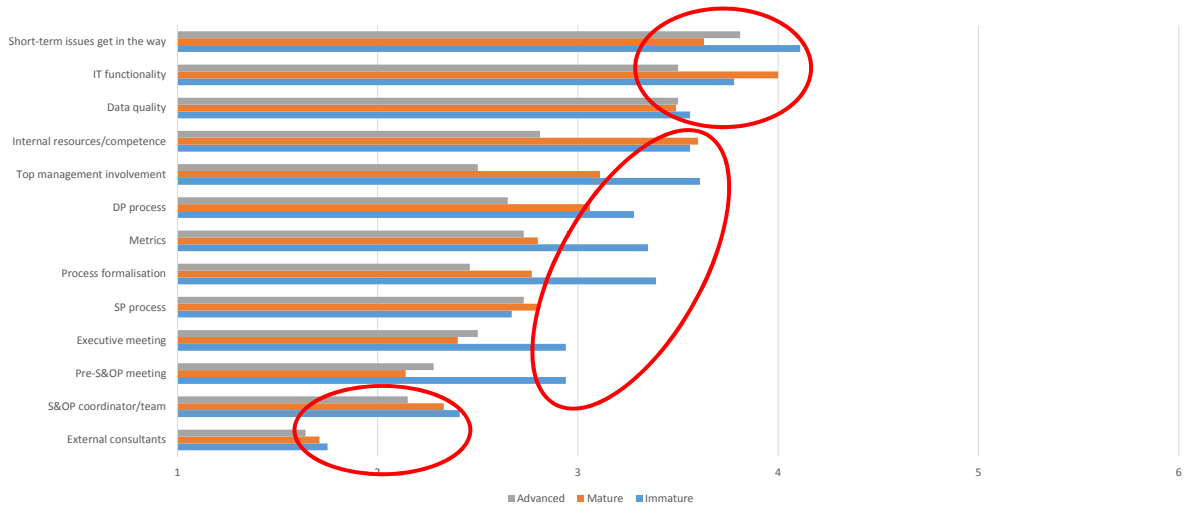


IT functionality



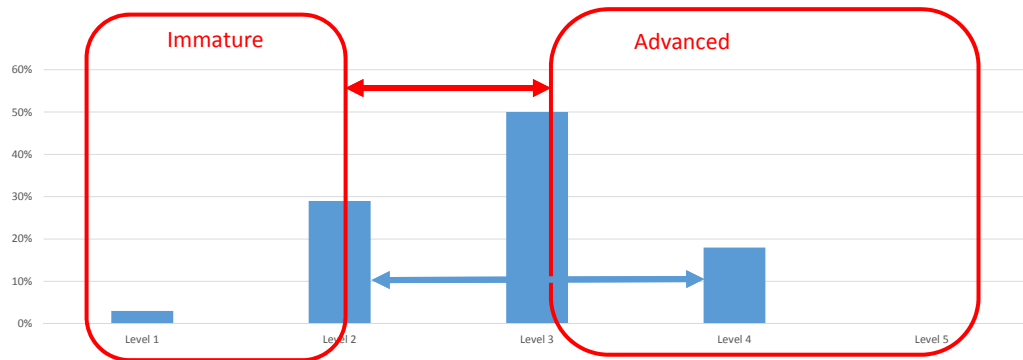
Perceived
obstacles/problems?

S&OP obstacles/problems



Does the S&OP investment pay off?

S&OP and performance



Significant different performance between high-low maturities:

- Inventory turnover
- Customer service and support
- Market share growth of major product line