



Mid-Florida Chapter



Sales & Operations Planning: Who Does What by When?

John E. Boyer, Jr., President
J. E. Boyer Company, Inc.

Sort out the
roles of all
players in
the S&OP
process!



- Introduction - 10
- S&OP Overview - 10
- 8-Step S&OP Process - 10
- The Roles of the Players - 30
- Keys to Success - 5
- Typical Timeframe - 5

28
Slides

Ask questions as we go.

Top Management's Handle on the Business

It is the activity for effectively balancing demand and supply on a regular and formal basis.

Demand

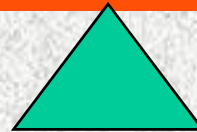


**Orders
Forecast**

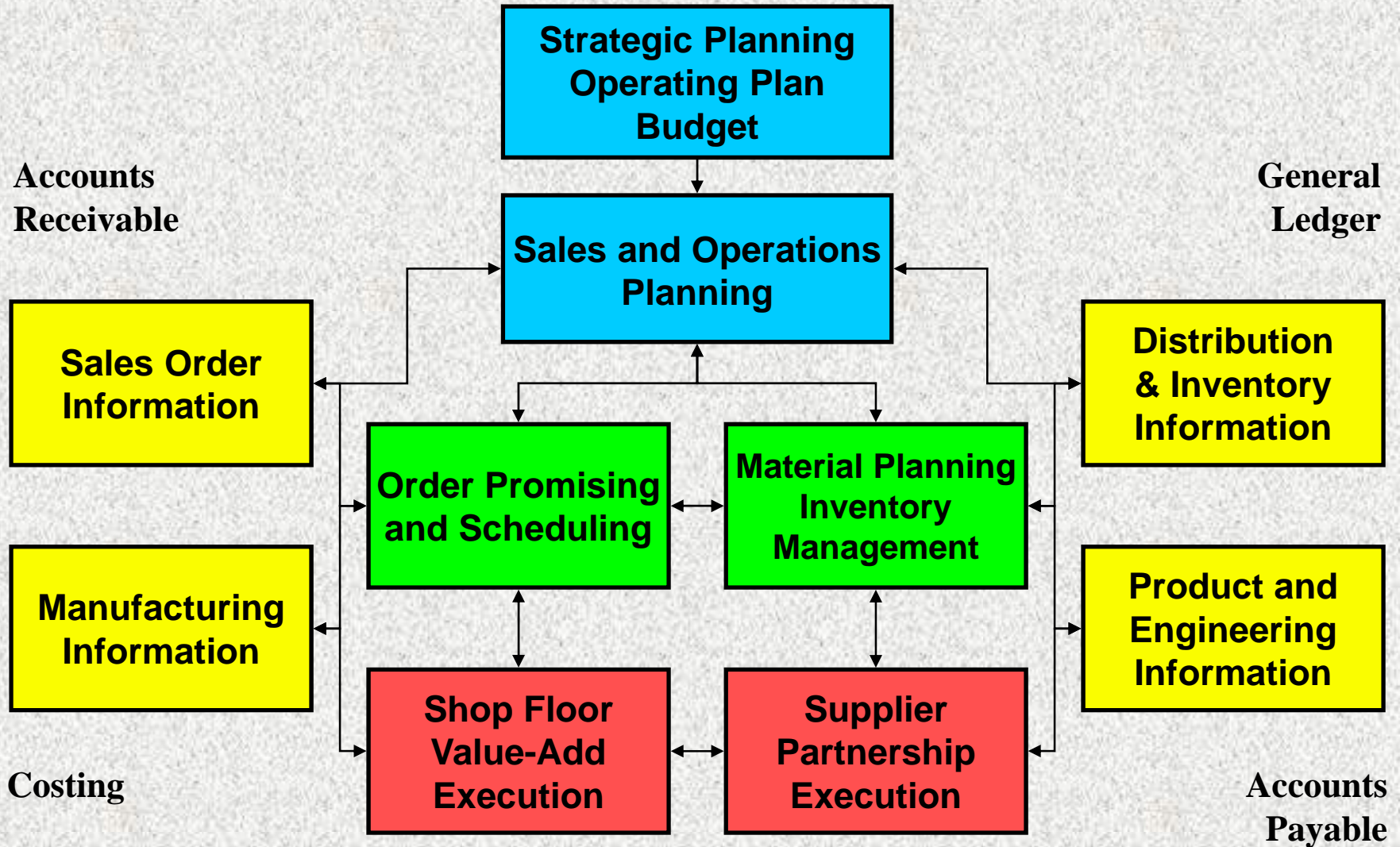
Supply



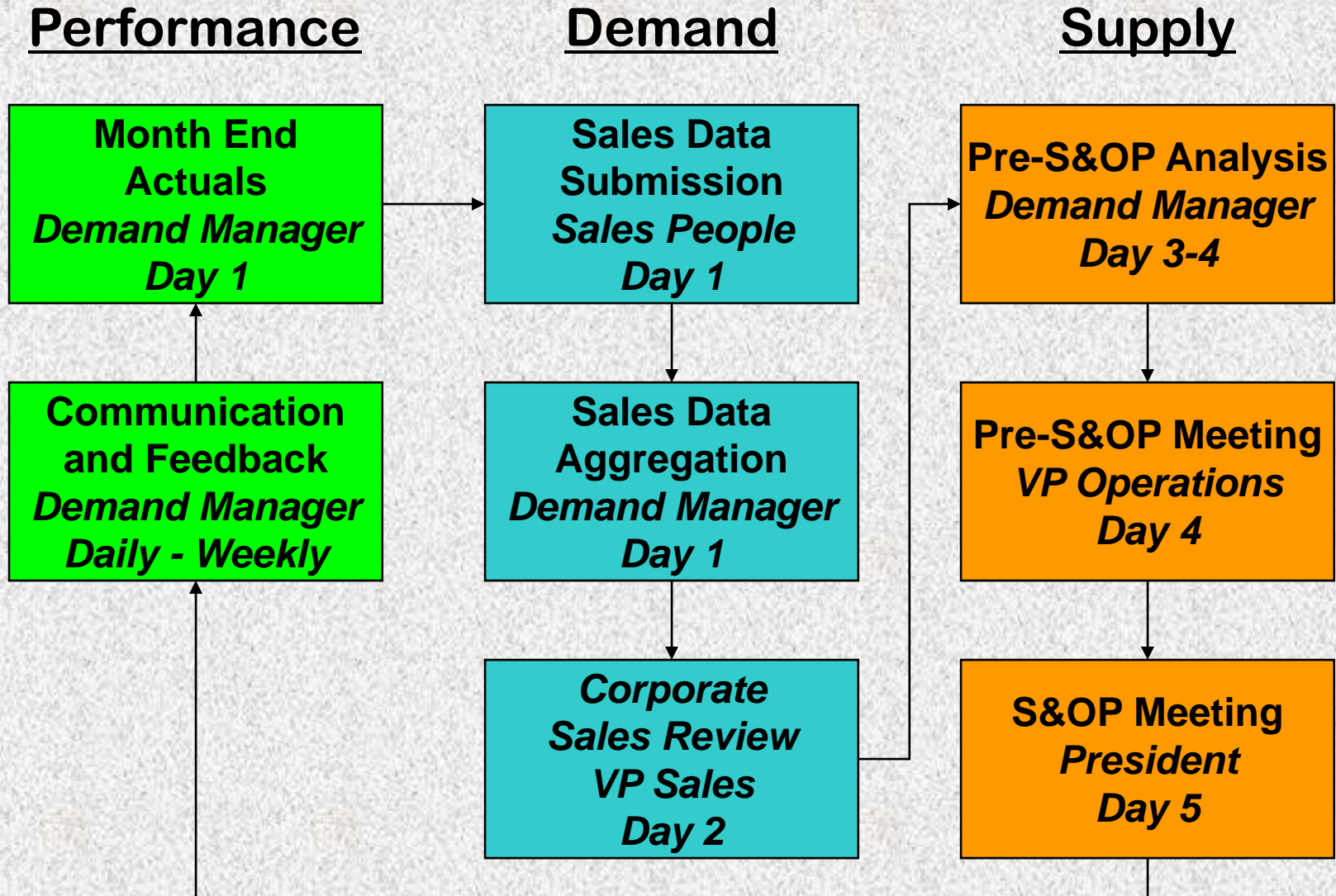
**Inventory
Capacity**



Business Enterprise Model



Eight Process Steps





All Players ■■■■

SHOW UP!



All Players ■■■■

LEARN IT!

- **What did we say we were going to do (this month's forecast)?**
- **What did we do (month's actuals)?**
- **Why the difference (analysis)?**
- **What are we doing about it (action plan)?**
- **What are we doing moving forward (the updated forecast)?**

Who is Doing the Asking? and Who is Being Asked?

The Design Team



- About six people.
- Show up – learn it.
- Design all details of the eight process steps (about six months).
- Refine the process (another six months).



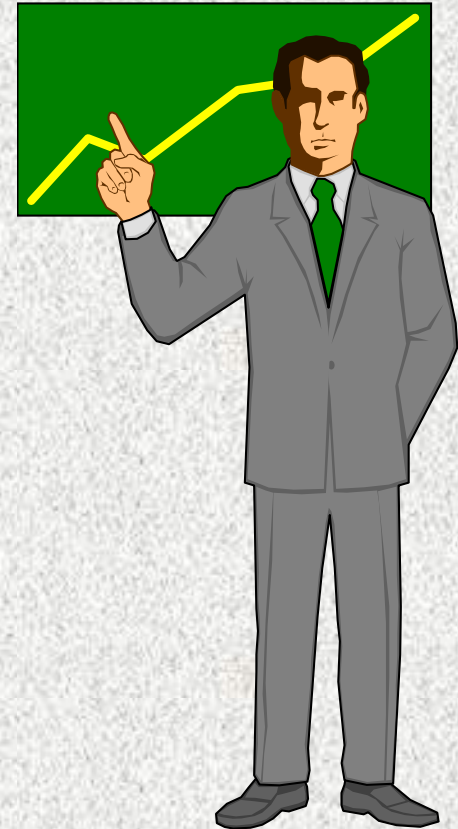
The Demand Manager



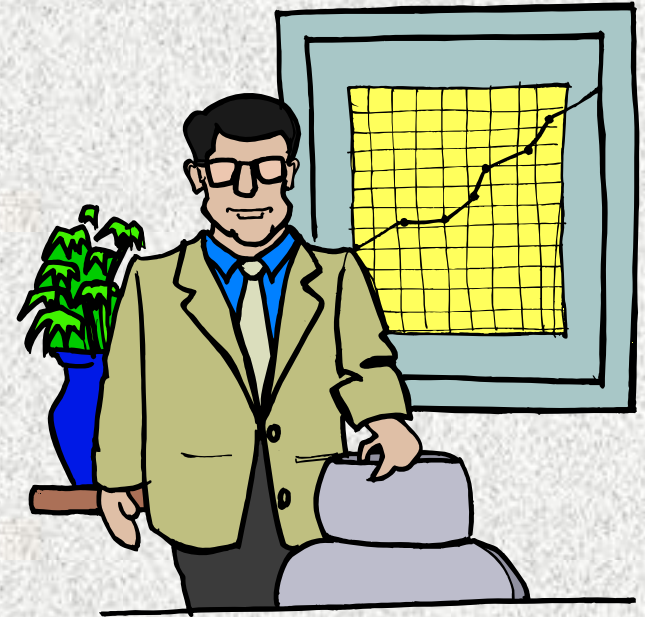
- Show up – learn it.
- S&OP document fit-for-use.
- Pre-S&OP analysis.
- Action plan.
- Calendar.



- **Show up – learn it.**
- **Set the not-optional expectation.**
- **Chair the S&OP meeting.**



- Show up – learn it.
- Set the forecasting expectation.
- Chair the Sales Review meeting.
- Speak to sales in the S&OP meeting.



- Show up – learn it.
- Know actual vs. forecast, reasons, and actions.
- Update the forecast.
- Speak to sales in the Sales Review meeting.



- **Show up – learn it.**
- **Set the supply compliance expectation.**
- **Chair the Pre-S&OP meeting.**
- **Speak to supply in the S&OP meeting.**



- **Show up – learn it.**
- **Know actual vs. forecast, reasons, and actions.**
- **Update the supply plan.**
- **Speak to supply in the Pre-S&OP meeting.**



- **Show up – learn it.**
- **Set the expectation for inventory levels and conformity.**
- **Link S&OP to detailed planning.**
- **Speak to inventory and backlog in the S&OP meeting.**



- **Show up – learn it.**
- **Know actual vs. forecast, reasons, and actions.**
- **Update the inventory plan.**
- **Speak to inventory in the Pre-S&OP meeting.**



- Show up – learn it.
- Know the timing of new products.
- Speak to new products in the S&OP meeting.



- Show up – learn it.
- Tie financials to the S&OP process.



- Show up – learn it.
- Address staffing issues.



- **Show up – learn it.**
- **Provide system support.**
- **Do some new things, and some old things differently.**
- **Attend until all IT issues are worked out.**



Keys to Success



- **Flawless Data.**
- **One-Plan Process.**
- **Top Management.**
- **Show up.**



S&OP Calendar



<u>Period End</u>	<u>Wks</u>	<u>Period Actuals</u> Joe Smith	<u>Sales Data By Noon</u> Jim Brown	<u>Sales Review 1:00 - 3:00</u> Jim Brown	<u>Pre S&OP 2:00 - 4:00</u> John White	<u>S&OP Meeting 1:00 - 3:00</u> Bob Jones
31-Jan	5	3-Feb	3-Feb	4-Feb	6-Feb	7-Feb
28-Feb	4	3-Mar	3-Mar	4-Mar	6-Mar	7-Mar
28-Mar	4	31-Mar	31-Mar	1-Apr	3-Apr	4-Apr
2-May	5	5-May	5-May	6-May	8-May	9-May
30-May	4	2-Jun	2-Jun	3-Jun	5-Jun	6-Jun
27-Jun	4	30-Jun	30-Jun	1-Jul	3-Jul	7-Jul
1-Aug	5	4-Aug	4-Aug	5-Aug	7-Aug	8-Aug
29-Aug	4	2-Sep	2-Sep	3-Sep	4-Sep	5-Sep
26-Sep	4	29-Sep	29-Sep	30-Sep	2-Oct	3-Oct
31-Oct	5	3-Nov	3-Nov	4-Nov	6-Nov	7-Nov
28-Nov	4	1-Dec	1-Dec	2-Dec	4-Dec	5-Dec
26-Dec	4	29-Dec	29-Dec	30-Dec	5-Jan	6-Jan

<u>Demand Manager</u> Joe Smith	<u>Sales and Marketing</u> Sue Williams Jack Kemp Marvin Alred Wally Unseld Mary White Jim Brown	<u>Sales and Marketing</u> Sue Williams Jack Kemp Marvin Alred Wally Unseld Mary White Joe Smith Jim Brown	<u>Production and Materials</u> Wendy Ward Joe Vecheck John White Randy Urbana Sue Williams Joe Smith	<u>Top Management</u> Bob Jones John White Jim Brown Joe Smith Gary Pike Vince Winter
---	---	--	--	--

Things to Watch Out For



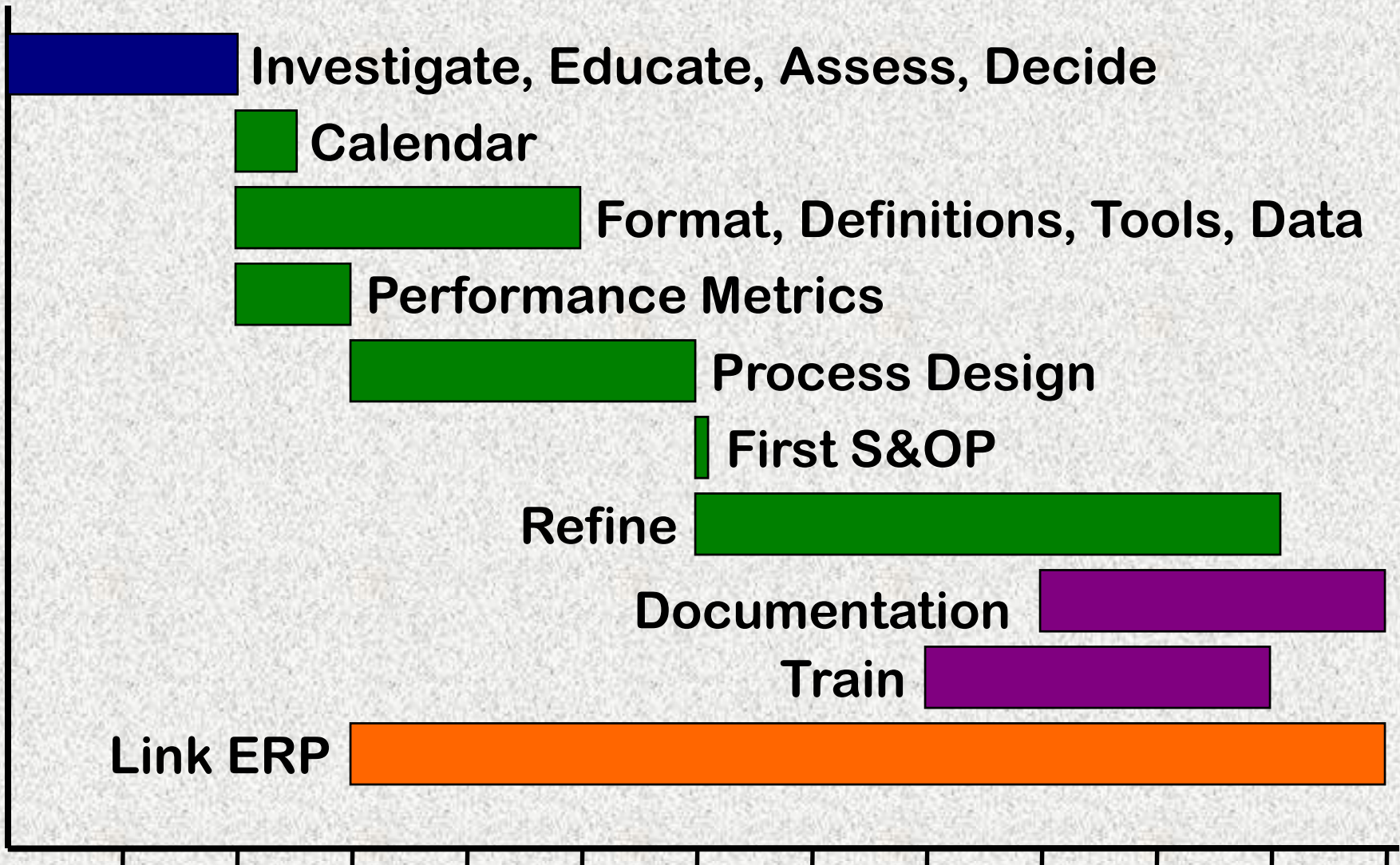
- **Constant sales finger pointing.**
- **Multi-plan processes.**
- **Data trauma.**
- **Lack of preparation.**
- **Attendance problems.**
- **Top management opting out.**
- **A million and one reasons why S&OP isn't a good idea.**

Things to Watch Out For

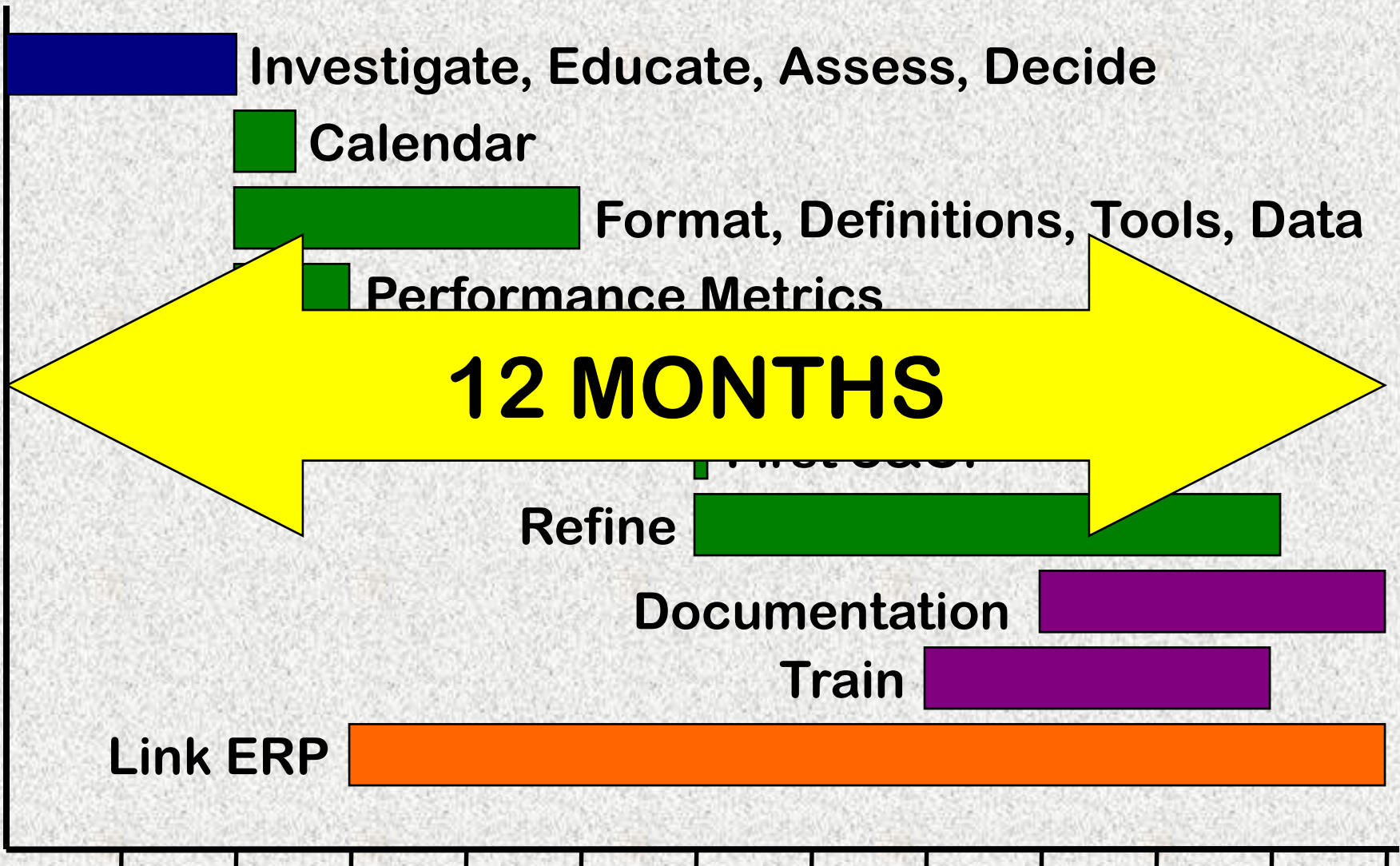


- Constant finger pointing.
- Multi-plant deal
- Data trauma.
- Lack of deal
- Attendance with
- Top management opting out.
- A million and one reasons why S&OP isn't a good idea

S&OP Steps and Timeframe



S&OP Steps and Timeframe



S&OP Steps and Timeframe



Investigate, Educate, Assess, Decide

Have

s, Data

Courage

Link ERP



**On your card, tell me the
best idea.**

**I'll send you an overview of
S&OP.**

www.jeboyer.com