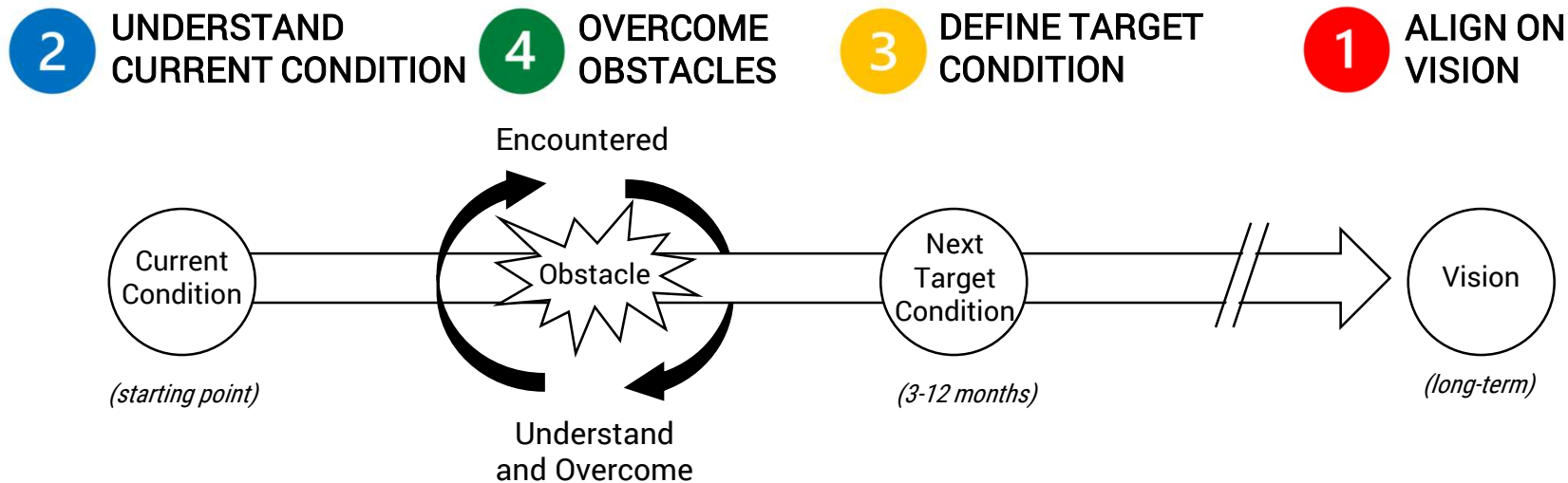


# Implementing and running an efficient and effective S&OP:



www.iBsing.com

Original graph: Rother, Mike. Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results. McGraw-Hill Education.

## What's the biggest challenge?

1, 2, 3, or 4?

# 1

## Align on Vision

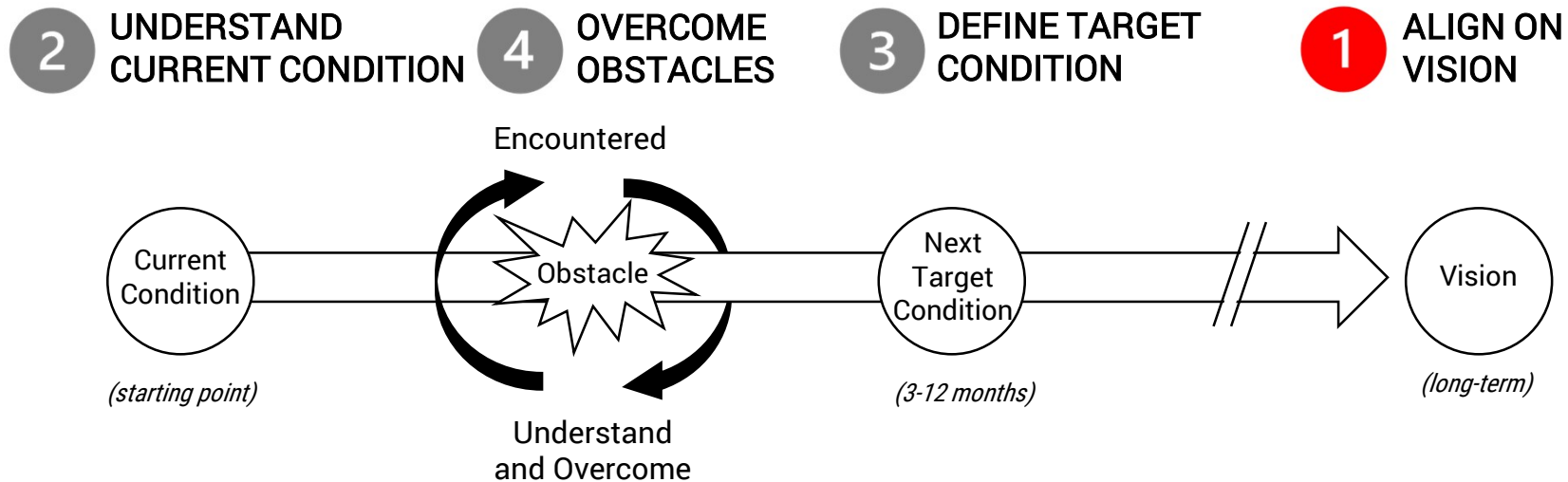
“To accomplish great things, we must not only act, but also dream; not only plan, but also believe.”

*Anatole France*

### Example of VISION:

#### - A WORLD-CLASS S&OP

- Fully aligned purpose
- Cross-functional collaboration
- Effective transparency
- Fully integrated systems
- Real time planning
- Automation
- Learning culture
- ...and other world-class capabilities



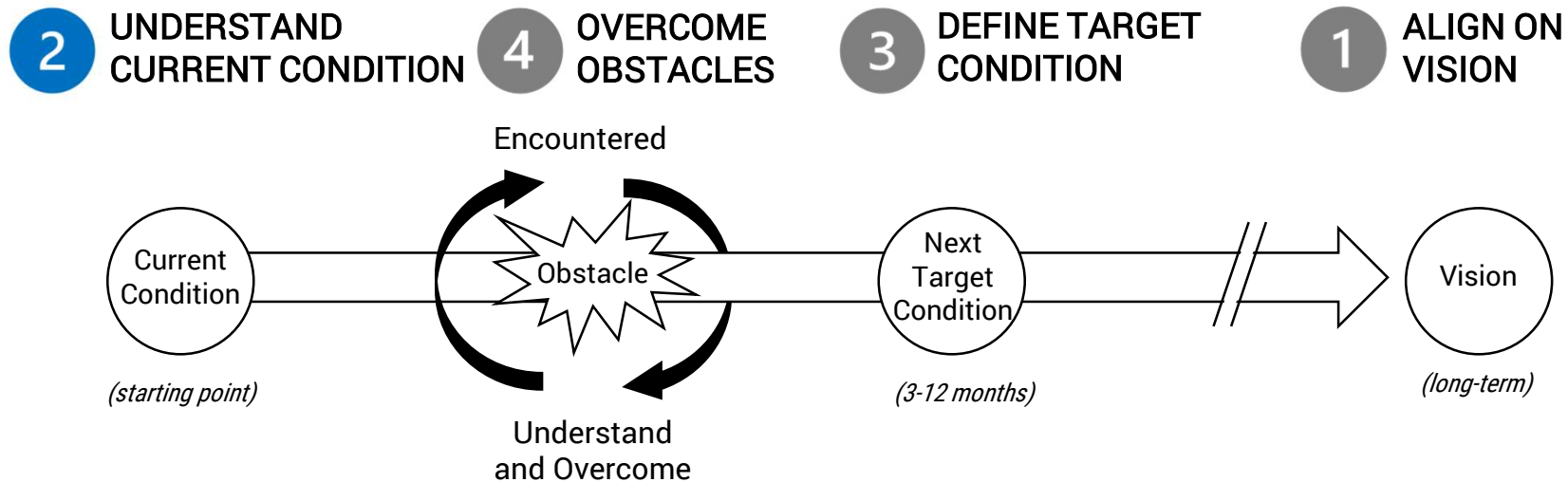
# 2

## Understand Current Condition

“Reflection is one of the most underused yet powerful tools for success.”

*Richard Carlson*

- Example of CURRENT CONDITION:**  
- NO S&OP
- Firefighting
  - Silo-focus
  - Lack of information
  - Finger-pointing
  - Fragmented system landscape
  - ...and many other pain-points



# 3

## Define Target Condition

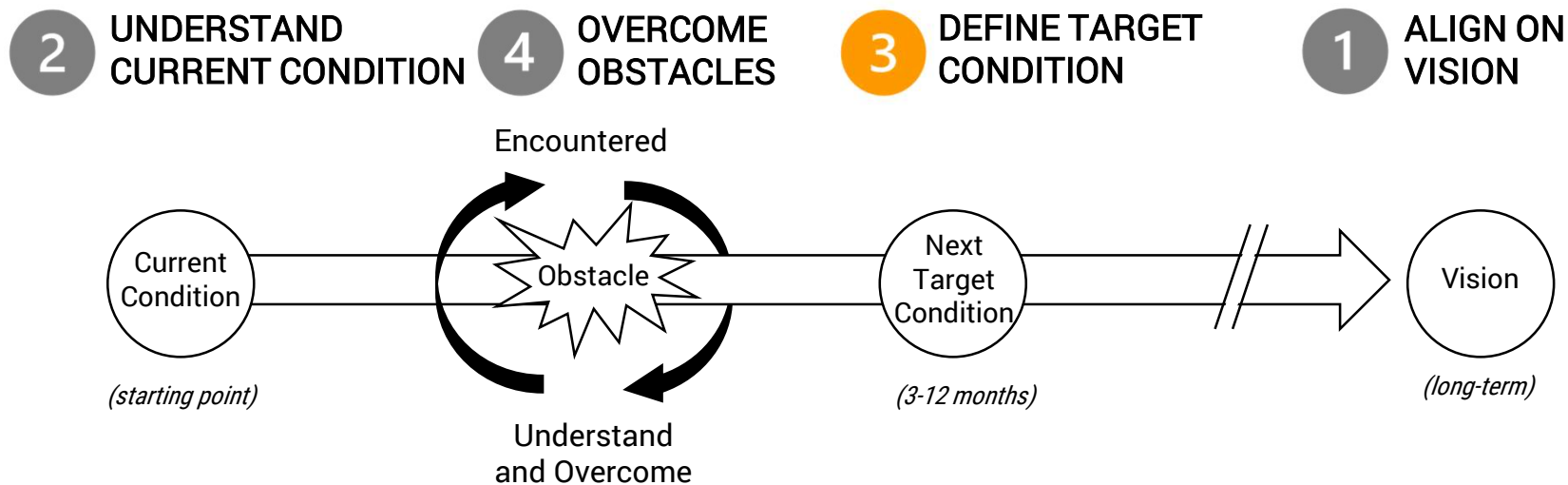
“An essential intent is one decision that settles one thousand later decisions. Once the big decision is made, all subsequent decisions come into better focus.”

*Greg McKeown*

### Example of TARGET CONDITION:

#### - A SOLID S&OP

- Cross-functional S&OP meetings implemented
- Clear communication and agreements
- Fact-based problem statements
- Implementation of Integrated Planning solution
- ...and other basic capabilities



# 4

## Transition towards Target Condition

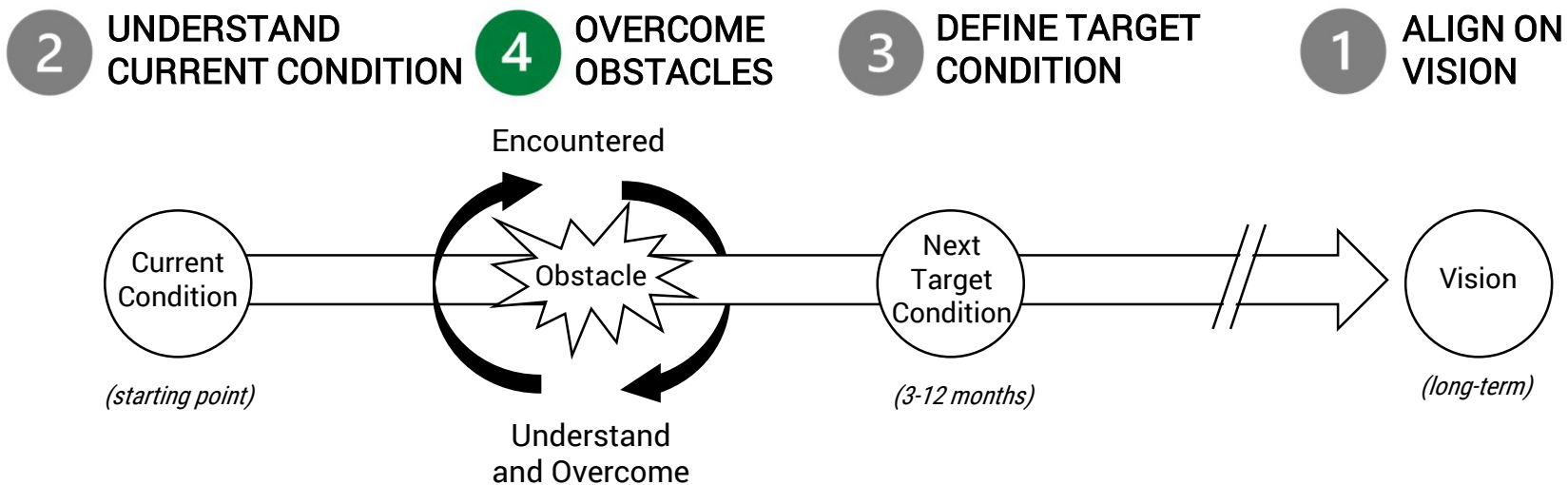
“Follow effective action with quiet reflection. From the quiet reflection will come even more effective action.”

*Peter Drucker*

### OVERCOME OBSTACLES:

#### - DETAILED ACTIONS

- Align different preferences around the S&OP calendar
- Get facilitators of meetings trained
- Set up basic KPIs
- Develop meaningful reports
- ...and many other detailed actions



Please contact  
me for any  
questions  
around S&OE,  
S&OP, IBP

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