

19. Defining Key Behavioral Indicators (KBI's)

Defining the S&OP process

For a full overview of the tools see:

Stentoft, J., Freytag, P. V. & Mikkelsen, O. S. (2019), *Improved Competitiveness through Implementation of Sales & Operations Planning*, Department of Entrepreneurship and Relationship Management, University of Southern Denmark.

Purpose, participants and application

- **Purpose**

- To create a process to articulate the expected behavior in the Sales & Operations Planning (S&OP) process.

- **Participants**

- All participants in the S&OP process.

- **Application**

- In defining the S&OP process, pilot and operation.



Defining KBIs

- In a company, there will typically be a certain behavioral expectation to the employees.
- The present process with this tool is to focus on identifying those behavioral indicators that are considered particularly important in the S&OP process.
- The KBIs express a particular demanded behavior for the individual employee and/or for the team as a whole.
- The process with identifying KBIs can take place at one or several workshops.



Examples of KBIs

Individually	Team oriented
<ul style="list-style-type: none">• Respect colleagues' personal profile• Respect colleagues' position• Don't cut the conversation and listened on level 2• Set focus on solutions instead of problems• Comply with deals in the S&OP process• Focus on technical (the cases) and not the person• Stick to deadlines• Speak in a proper language – be clean in your words• Say when and put one's foot down	<ul style="list-style-type: none">• Meet as planned• Be prepared at the meetings• Meeting presence• Be there mentally during meetings• Turn off the mobile phones• Constructive disagreement and feedback• Focus on facts instead of feelings• Propose solutions that benefit the company as a whole instead of silos• Celebrate successes