

20. Assumptions for success

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 encourage that the Sales & Operations Planning (S&OP) project gets the demanded effect when it moves to operation.

- **Participants**

- Top management, S&OP process owner/manager and the S&OP project group.

- **Application**

- Defining the S&OP process.



List of possible assumptions encouraging the S&OP project being a reality

Area	Examples
Top management anchoring	Understanding S&OP; relevance of S&OP; transforming S&OP theory to actual practice.
Strategic alignment	Aligned business objectives; linking S&OP objectives to corporate strategy; clear politics.
Organizational alignment	Cross functional participation (sale, operations, finance etc.); clear defined roles; steering group; consensus and accountability.
Performance management	Valid and reliable data and measures.
Project planning	Project management; meeting discipline; pilot implementation; precise, complete and timely exchange of data and information.
Common evaluation and reward system	Continuously follow-up on KPIs and KBIs; making results visible; bonus systems.
Organizational and behavioral readiness	Investing in people; trust and commitment; loyalty; conflict handling; continuously improvement; change management; training and education; coaching, empower S&OP process members to make decisions.
Meeting culture	Fixed S&OP meeting structure; meeting presence; structured agendas; CEO driven decision meetings; pre-meetings to support the S&OP decision meeting.