

# 4. Stakeholder analysis

## Recognition phase

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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 secure that relevant persons are included in Sales & Operations Planning (S&OP) to establish the process at the right foundation.
- Obtain relevant input to the process.

- **Participants**

- Top management, relevant middle managers, and key-employees in creating the foundation for the S&OP project.

- **Application**

- In the recognition phase.



# Approach

- The responsibility for carrying out a stakeholder analysis can be the person intended the task to be S&OP manager and/or S&OP process owner. Top management must be involved to approve the categorization of and specific actions towards the different stakeholders.
- Messages should be adjusted to the different groups of stakeholders: Working bees (has to be informed), resource persons (has to be involved), external (has to be informed) and the grey eminence (has to be heard).



# Comments

- It is important to consider and include the stakeholders that both have a direct and indirect influence on the implementation of a S&OP project.
- The stakeholder analysis provides an initial possibility to map who should be included and when they should be included and how communication should be paped for the stakeholders.
- When S&OP has implemented a consideration could be: how the stakeholder should be included and informed.



# Stakeholders importance in the S&OP process

