

8. System and report mapping

Analysis and diagnosis phase

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 an overview of IT systems that have relevance for Sales & Operations Planning (S&OP) (systems from ERP applications to systems in Excel spreadsheets and Access databases).
- To assess where the systems are used and how they are integrated.
- To provide an overview of management reports with relevance for S&OP that are generated and used.

- **Participants**

- S&OP project manager.

- **Application**

- In the analysis and diagnosis phase.



Approach – IT systems

- First, a fact sheet is filled out for every system (see next slide). If the company have 25 systems – then we need 25 filled-out fact sheets.
- When all systems are identified the next task is to map their interrelationships (see example picture at the last slide).
- Mapping IT systems makes it possible to visualize dependencies between systems and stand-alone systems. Different methods exist to map IT systems. It is important that the chosen method is used systematically.



Template for system description

Description element	>>Write the name of the system here<<
Purpose of the system	
Type of system (standard, custom made)	
Age	
Background for being acquired	
Application areas	
Manual vs. automatic data entry	
Data input	
Data output	
Link to other systems (integration)	
Reliability	
Server	
Filled out by (name)	

Approach – management reports

- Communicate on a management meeting that there is a need to develop a gross list of the various management reports and figures that are developed and used in relation to S&OP.
- For every identified report a fact sheet must be filled out with:
 - Name of the report
 - Developed by?
 - Frequency
 - Data validity
 - Reliability
 - To which degree decisions are being made based on the report

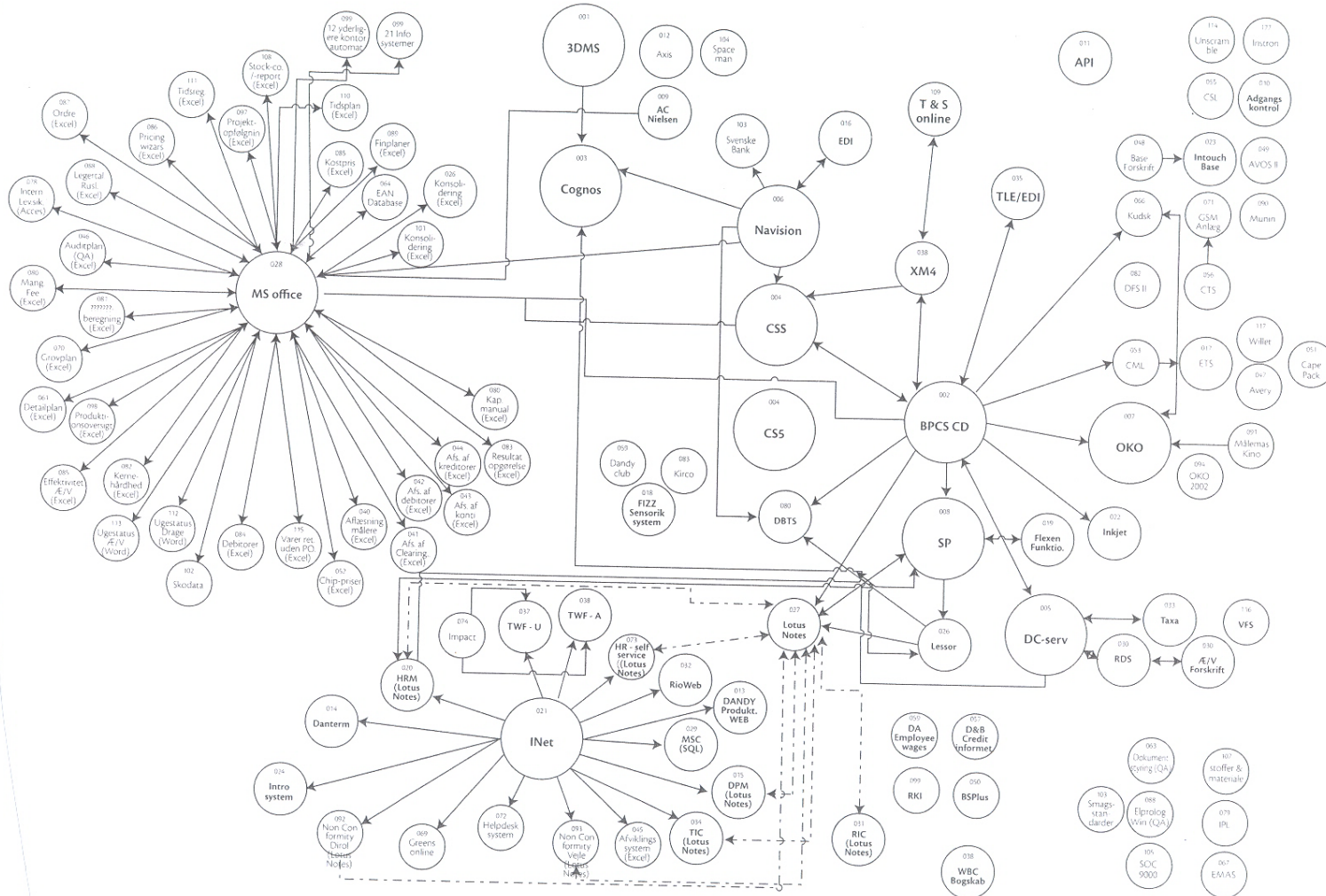


Which data and reports provide a foundation for decision making today?

- Ask all managers involved in the S&OP process to bring the data, curves, figures, models etc. that they are using in their decision-making processes.
- Place all the stuff at a wall.
- Ask each participant to clarify what their material inform.
- Ask the others about what they see and ask them to raise questions.
- Result: Don't be surprised if numbers, curves, graphs are being interpreted differently. The task is to get the same understanding of the material and this the company.



Example of system mapping



Source: Arlbjørn, J.S. (2006), "Supply chain development at Gumlink A/S", in: Arlbjørn, J.S., Halldórsson, Á, Jahre, M., Spens, K. & Stefansson, G. (2006), *Nordic Case Reader in Logistics and Supply Chain Management*, University Press of Southern Denmark, Odense, p. 114.