

9. S&OP foundation

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 a capacity overview of the critical resources corresponding to the Sales & Operations Planning (S&OP) process.

- **Participants**




- S&OP project group and central key-resources.

- **Application**

- In the analysis and diagnosis phase.



Checklist

			
Do there exists a clear described work flow input/output, system support etc.)?			
Is the available capacity clear?			
Is the current planning process documented?			
Do there exists customer analyses including order patterns/mix of orders?			
Are internal and external lead-times known?			
It is clear where the workflow is support by systems?			
Are performance measures carried out along the work flow (time, cost quality)?			
Do there exist supplier analyses including backorders and general supplier performance?			
Do there exists inventory analyses (ABC XYZ, stock turns, dead goods etc.)?			

Summary based on the checklist

- Start-up of S&OP fundament
 - Need to be mapped if there does not exist a clear described works flow (input/output, system use, etc.) and there is a lack of knowledge about capacity available.
- The next points depend on what on what this mapping reveal.

