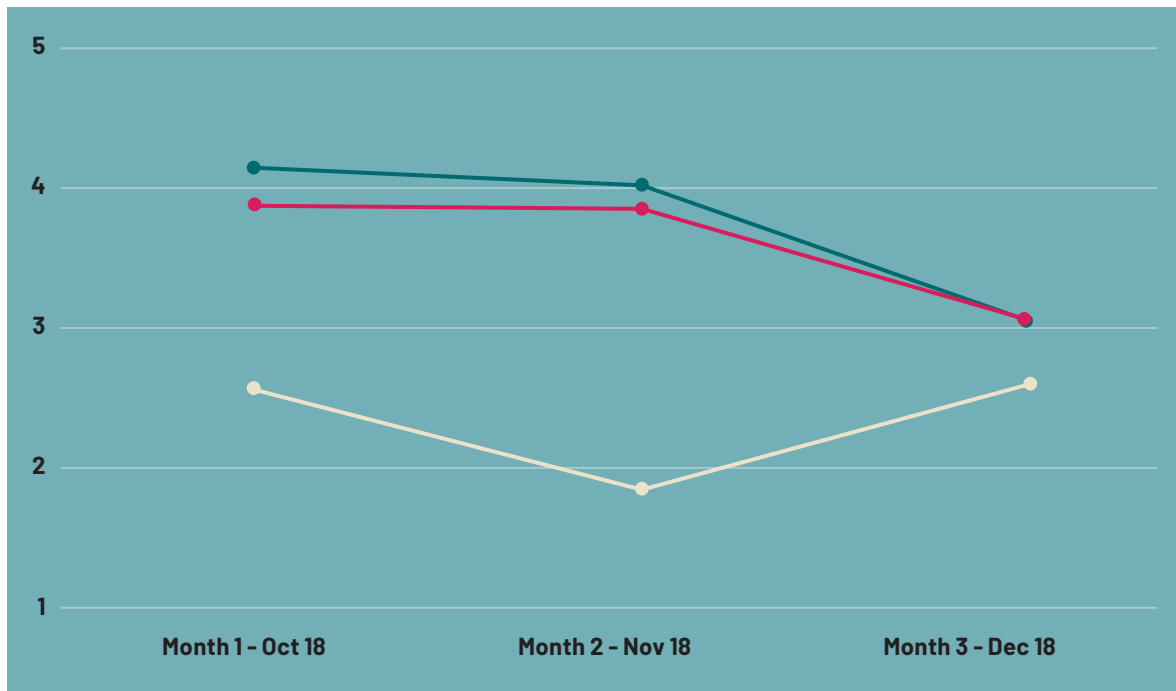


Figure 3: Development of the challenges with the clarity and perception of roles and responsibilities of the objectives



- Clear objectives
- Roles and responsibilities in the process
- Haziness in the S&OP process

4.2 ACHIEVED RESULTS

- ▶ Clear KPI structure.
- ▶ Designed S&OP process.
- ▶ Increased decision making that is more fact-based.
- ▶ Increased cross-functional understanding and sharpness—the silos have been shaken.
- ▶ From having islands of information and decisions, it has been more formalized and thus more holistic decisions are made.
- ▶ Increased understanding and transparency of the effects of local decisions on the whole.
- ▶ better at seeing and understanding the dilemmas of other functions and taking responsibility.
- ▶ Developed a process that helps addressing possible constraints with a longer reaction horizon.
- ▶ Improved dialogue, collaboration and atmosphere—listening more to each other and giving more space.

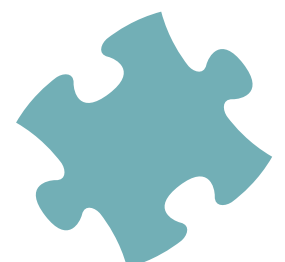
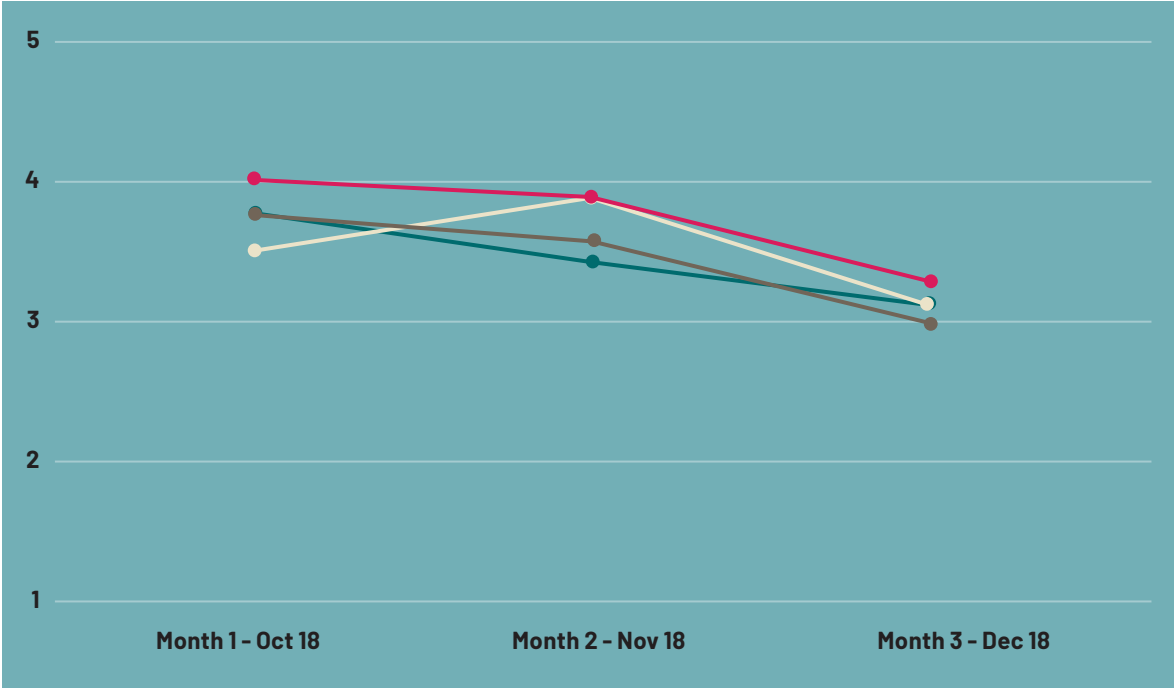


Figure 4: Development of perceived readiness for change



- Change readiness of top management
- Change readiness of operations/supply chain
- Change readiness of sale
- Change readiness of S&OP process manager

4.3 LEARNING

From Nissens Automotive A/S’s experience, implementing an S&OP project requires commitment from top managers. Without leaders’ commitment, the project cannot succeed. In addition, knowledge sharing throughout the project is important.

Further, it is important to focus on finding root causes of problems. If employees act only on symptoms, they cannot eliminate the real causes; they will continue to act on the same mistakes. In addition, employees must think holistically and not only in terms of the individual elements of the project.

Employees should begin with qualified and quality-assured forecasts. Leaders should communicate benefits of the project to members of the individual functions, so employees can see “what’s in it for me.” This approach will help make the process somewhat easier. The same approach should apply to the whole project. Leaders should always keep objectives in mind.

Likewise, there must be room for participants to learn and experience learning loops. Setbacks may occur in varying degrees, and there must be room for that. Beginners must crawl before they can walk. However, at the same time, leaders must apply some pressure. Leaders should be action-oriented. If direction comes only from information meetings, the desired effect will not appear.

Finally, the efforts and progress of participants should be recognized, and successes should be celebrated (this recommendation could be a KBI).