

EXECUTIVE S&OP / INTEGRATED BUSINESS PLANNING

Detailed Program Agenda

Module 1: Developing and Reviewing the Process

- The difference between Sales and Operations Planning (S&OP) and Integrated Business Planning (IBP/ES&OP).
- Where it fits, what it does, benefits

Module 2: The Roles and Responsibilities of Executive Management in ES&OP / IBP

- Key responsibilities of the Executive in IBP/ES&OP.
- Setting the objectives for the process.
- Linking the strategy into the IBP/ES&OP process.
- Establishing IBP/ES&OP fit within the organization.
- Critical elements for Executive communication

Module 3: Integrating Sales Planning into The Process

- Customer linking; collaborative planning – VMI, CPFR.
- Understanding fit of demand management and sales-marketing mix.

Team discussion 1:
How can Supply Chain support the Marketing Mix?

- Supply chain role in supporting marketing mix.
- The critical demand creation factors to forecast.
- Integrated planning and control model

Module 4: Measurements

- Using a balanced score-card approach to performance measurement.
- Ensuring strategy is incorporated into scorecard design and evaluation.

Case study 1: Balanced Scorecard
Analyze and discuss the content of 4 different scorecards and recommend the one that provides best integrated information to senior management.

Module 5: Operating the Process

Case study 2: Silo versus Consensus Forecasting
Delegates will develop independent forecasts and then a consensus forecast based on real-life sample dataset. We will explore the accuracy of independent and consensus forecasts and discuss the outcomes.

- Characteristics of ES&OP / IBP management
- Class 'A' behaviours
- Six steps to success
- Business planning behind ES&OP / IBP
- Items to include on the meeting agenda.
- Who should be involved?
- Links to finance – one set of operational numbers.
- ES&OP / IBP and Budgeting

Case study 3: S&OP effectiveness checklist
Delegates will develop rate effectiveness of S&OP process based on a real-life case study

Module 6: How can S&OP Process Help in times of Supply Chain Disruptions (Trade Tariffs, Recession, and Coronavirus)

- 6 rules for demand planning during a recession
- Exploring how to minimize the financial impact when your supply chain is faced unpredictable disruptions.
 - Reflection
 - Visibility
 - Informed decisions

Case study 4: Walk through an analysis of past recessions and their comparison with COVID-19
Indexing impact of individual recessions and forecast of Canadian manufacturing segment for 2020/21

Module 7: Data Requirements for ES&OP / IBP

- Aggregate versus detail.
- Areas to consider when creating a product family.

Module 8: Spreadsheets versus Dedicated ES&OP / IBP Software

- Spreadsheets
- Dedicated software
- Connectivity with ERP systems

Module 9: ES&OP / IBP Maturity Model

- Where S&OP fits
- Typical stages of development of ES&OP / IBP

Case study 5: Determining the stage of process maturity for a given company
Delegates will compare three different scenarios of S&OP process and determine the 'best fit' for the company in their case study.

Module 10: ES&OP / IBP Implementation Steps

- Maturity stages of IBP/ES&OP
- What does it take to get to a Class "A" and to stay there?
- Integrating the business and the strategy
- Change management
- Mergers and acquisitions – beware of 'reversed engineering'

Module 11: Strategic Value Assessment

- What is SVA and how it works
- SVA framework

Case study 6: Strategic Value Assessment
Delegates will develop a list of supporting tasks for each of five key integration areas of SVA.

Module 12: Using IBP/ES&OP Maturity Model to Assess Your Organisation's Position

- Maturity stages of IBP/ES&OP
- What does it take to get to a Class "A" and to stay there?
- Integrating the business and the strategy
- Change management
- Mergers and acquisitions – beware of 'reversed engineering'

Testimonials from the trainer's programs:

"I would like to express my heartfelt gratitude as the virtual/online workshop has provided me with the expertise and expanded my knowledge in my field. The workshop was a success for me as it further cemented my base knowledge in field, and I was able to learn and practice new methods which I can employ in my job function. It was also truly relevant to the current economic trends in the global market as well as considering the volatile nature of the market affected by the pandemic. I can assure you that I am better equipped, and this will be applied in my forecasting process with the aim of obtaining better results which are aligned and further contributes towards my company's overall objectives. The workshop was very intense, and the instructor was very experienced and effective in delivering the course material. He has also established an open communication forum with the participants for continuous support regarding the course material which I greatly appreciated."

Demand Planner, Trinidad Tissues Limited

3 DAYS VIRTUAL WORKSHOP, MEDIA USED: ZOOM WEBINAR, MICROSOFT FORMS AND ONEDRIVE, MS EXCEL, MS POWERPOINT
Workshop is layered with online quizzes, polls and hands-on activities in MS Excel to facilitate and enhance delegates' participation and learning

Free Hand-Outs:

- Scorecards – 3 different approaches to Scorecard measurements – case study
 - S&OP Policy Master
 - Demand shaping case study
- Conquering the Seven Deadly Challenges of S&OP – Gartner Research White Paper
 - The top 10 myths and realities of S&OP – team discussion input
 - FMCG S&OP Process – Case Study

EXECUTIVE S&OP / INTEGRATED BUSINESS PLANNING

Why Should I Attend?

- Implement constraint planning
- Analyse the benefits of a revenue-based S&OP process versus purely a cost focused one
- Examine how the ES&OP process can improve top line revenue and reduce supply chain operating costs
- Evaluate the management of increasing demand volatility
- Understand the critical Integrated Reconciliation element of the process taking the outputs from the process reviews and building a picture of the company position using one integrated plan
- Conduct and support management reviews to establish gaps against the business plan strategic intent and recommend steps to close the gaps
- 60 days post-workshop support via phone/email on workshop covered materials / topics

How will you benefit?

- Play a significant role in the entire S&OP process for your company, from implementation to sustained performance
- Interpret the outputs from Product Management, Demand Management, and Supply Management, see their implications on the business, and develop the best forward plan for the company
- Evaluate the critical Integrated Reconciliation element of the process taking the outputs from the process reviews and building a picture of the company position using one integrated plan
- Master the skill to adapt and use the process in a complex situation; in particular, how the process is used in regional and global situations and in companies with multiple sites. Implement this continuous review process instead of the traditional business budgeting process in order to achieve the company's strategic and competitive priorities
- About the Proven Path for implementation of the process throughout the company and the use of facilitated workshops to accelerate implementation
- Acquire knowledge of how-to setup the Exception Driven forecasting process that improves the utilisation of your resources

The Course

This workshop was designed to help improve the following KPIs:

- Customer Service Levels • Changes to production schedule leading to plant inefficiency and low productivity • Financial commitments • Inventory Levels • Overall Communication
- Control of the Business • Distribution and transportation costs

The seminar is aimed at executives who need to understand the Sales & Operations Planning methodology and how it relates to Integrated Business Management and Lean Thinking approaches. By gaining solid understanding of individual S&OP maturity levels, the senior management can apply these principles to manage their business more effectively and to plan for continuous process improvement. S&OP/ES&OP/Integrated Business Management are the integrated business planning processes that provide a practical and highly effective way to strategically link sales to operations and finance. To achieve a competitive advantage, customer focused demand plans must be integrated with the management of the supply side of the business. The S&OP process outlined in this seminar provides the knowledge to ensure sales, operations, and inventories are aligned and that plans are measured to enable continuous improvement. In this workshop, participants will learn the concepts and go through the process of improving S&OP and moving the process to next higher levels of Executive S&OP and Integrated Business Management as described by T.F. Wallace, Oliver Wight International, Ventana Research, Aberdeen Group, Garner Research and many others and experienced first-hand by the trainer and his consultants when leading their clients to its successful completion and continuous improvement. The approach is interactive, with participants working with real-life case studies.

How this program can help companies in tough times like this?

The course explains how ES&OP process works to provide the latest view of the business and enable re-optimization in the light of changing circumstances (including going into recession and/or getting ready to reap the benefits to be amongst the first coming out of slow down times). It will provide an overview of the supporting processes of Product Management, Demand Management, and Supply Management along with roles that Marketing, Sales and Finance play for benefit of the company as a whole. So, whether companies are in the early stages of assessing the value of ES&OP to align their supply chain with company's financial goals, or starting the transformation of S&OP into an Integrated Business Management process deeply embedded in their corporate culture, this course will provide valuable tools and assessment to get them to the next level of your S&OP journey. This course is designed for senior executives and all members of the leadership team who are involved in elements of the Integrated Business Management process for their company. It is also an excellent opportunity for a team implementing this process to ensure that the senior management to whom the team reports understands what is being done and how it benefits them.

Who Should Attend?

CEOs, COOs, EDs, Directors, SVPs, VPs, General Managers, Senior Managers of:

- Sales • Marketing • Operations • Demand Planning • Supply Chain • Finance • Logistics • Merchandising • Collaborative Planning

Trainer's Profile

The trainer has over 20 years of management and consulting experience in Demand and Supply Planning. He has proven ability to reduce costs, increase efficiency, and improve profitability by focusing on transforming any or all of these three key areas: *PEOPLE, PROCESS, OR TECHNOLOGY*.

The trainer has worked with leading Fortune 500 Companies. Among his outstanding achievement include initiating organizational design and implementation of demand planning function and process. The creation of demand planning functions supported by new process and tools resulted in improvement in customer service and inventory savings of over \$1 million within first 12 months post implementation.

Most recently, the trainer has helped implement demand planning systems, Manugistics DP and SAP APO DP systems to two major FMCG companies in Canada. He was also the Head of Demand Planning Department at Pfizer Consumer Healthcare, Canada.

The trainer was responsible for the development, agreement, and accuracy of the \$380 Million demand forecast, as well as for the research, evaluation, and recommendation of new technology in the demand planning area. He was an active member of the Executive Sales & Operations Planning Process. He was also responsible for designing and implementing a new Consensus Demand Planning Process, which brought together Sales, Marketing, Finance, and Supply Chain groups to discuss all forecast related issues with a mandate of a Single Number Forecast. The trainer holds a B.A. in Business Administration in Czechoslovakia (with concentration in Operations Management, Planning, Purchasing, Accounting and Economics.) He has also earned a Materials Management Diploma in Business Administration (with concentrations in Production Planning and Inventory Control, Purchasing, Statistical Process / Quality Control, Value Analysis and Computer Applications) from Conestoga College of Applied Arts and Technology, Guelph, Ontario.

The trainer regularly speaks at IBF (Institute of Business Forecasting) and IIF (International Institute of Forecasters) conferences and workshops worldwide. He has taught courses for APICS in Certification in Production and Inventory Management (CPIM) and Fundamentals of Operations Management since 1999. In addition, he has led numerous in-house training sessions/workshops on Demand and Inventory Management for Sales, Marketing and Market Operations teams.

Companies that the trainer and his team had worked with:

- Asia Air
- Astra Zeneca
- BASF
- Bernas
- Toyota
- Unilever
- Crocs
- Converse Sporting Goods
- Dell Computers
- Danone
- Philip Morris
- Reckitt Benckiser
- Research in Motion
- Dorma
- Fonterra Brands
- General Motors Dealer
- Johnson & Johnson
- Pfizer
- Sabic
- UPM Raflatac
- Kraft Foods
- Lafarge
- Mercedes Benz Distribution
- Mead Johnson
- Nestle
- Panasonic
- PZ Cussons