

Sales and Operations Planning



Delivering balanced and efficient sales and budgets through improved communication and information flow

19 - 20 March 2012
Stamford Plaza
MELBOURNE

22 - 23 March 2012
Medina Grand
PERTH

26 - 27 March 2012
Sir Stamford Circular Quay
SYDNEY

29 - 30 March 2012
Stamford Plaza
BRISBANE

COURSE LEADER



Matt Miller,
Director,
GRA

For the last 35 years, Matt has helped public and private sector organisations in Australia, United Kingdom, Middle East, and South East Asia achieve quantifiable performance improvements through strategic business planning and integration of business operations.

This course has been designed to provide participants with an understanding of the tools and techniques required to make Sales and Operations Planning an intrinsic part of their organisation's business planning, and deliver "best in class" performance across the whole organisation.

It is a practical course, using industry case studies and 'take-home worksheets' to enable participants to plan for and assess their own organisations.

This course aims to:

- Educate participants in the principles of sales and operations planning
- Provide a 'how to' framework to establish and fine tune the S&OP process to ensure it remains effective
- Explore and consider the data required to support the meeting framework
- Assess the impact improved data availability and effective reporting can have on individual and business performance
- Discuss who should attend each of the framework meetings and their roles in and around the meetings
- Discuss successful implementation approaches
- Identify opportunities for participants to apply the knowledge they have gained in the course within their organisations

“Effective S&OP is a proven process to ensure the management of the business is effective, integrated and aligned with the organisation’s objectives and strategies”

Sales and Operations Planning (S&OP) is a powerful, on-going management and performance measurement process integrating business plans, financial budgets, operational planning and execution. The aim is to integrate ‘top-down’ and ‘bottom-up’ planning using a single set of numbers, perform gap analyses to identify where operational plans do not reach targets and enable fact-based trade-off decisions to be made.

Industry case studies demonstrate the positive impact which the use of accurate data, presented in a useable format with a practical framework, breaks down the silos that form in most large organisations. Staff who have gone through an effective S&OP process marvel at the ease with which they can have meaningful business discussions as soon as the right information is available and the right discussion topics are provided through an S&OP process.

The S&OP process to be discussed in this course:

- Defines the strategic and tactical aims of businesses and, in particular, participant’s businesses
- Defines the most suitable and context appropriate performance measures, policies and processes
- Structures S&OP processes (with S&OP manuals, meeting agendas and action checklists) that are aligned with the business’ requirements and goals. Practical exercises will enable participants to start the planning process for their organisation during the course
- Configures systems, as appropriate, to better support the S&OP process
- Improves data quality, as appropriate, to better support the systems and performance measures
- Utilises a phased implementation during which a ‘pilot’ S&OP is used to test the efficacy of the process and to gain stakeholder buy-in
- Integrates training and education for the organisation in the S&OP
- Ensures sustainability through the use of executive level KPIs
- Uses techniques including coaching and mentoring for the organisation once the S&OP process becomes operational.

WHO SHOULD ATTEND?

The following will find the course particularly helpful:

- S&OP Managers
- Operations Managers
- Sales Managers
- Demand Planners
- Supply Chain Managers
- Inventory Managers
- Chief Executive Officers
- General Managers
- Financial Controllers
- Production Managers

MASTERCLASS INFORMATION

8.00am – Registration opens
 8.30am – Start of Masterclass
 4.30pm – End of Masterclass
 Morning, afternoon tea and lunch will be provided for all delegates

COURSE LEADER PROFILE



Matt Miller,
 Director,
GRA

Matt is a highly skilled and experienced business executive with a 35 year background in strategic supply chain management, business consultancy and programme management. He has worked in Australia, UK, Middle East and South East Asia in a wide range of industries including defence, state government, local government, and private sector roles.

Matt is currently a Director at GRA, Australia’s premier supply chain consultancy group. Since starting at GRA, Matt has continued his work in strategic business and supply chain planning, particularly through the effective implementation of S&OP. Matt’s experience in implementing S&OP based has included retail, pharmaceutical, heavy and light manufacturing and distribution companies in Australia, Indonesia, Singapore and Kuwait. Prior to GRA, Matt was the Director of Defence, National Security and Logistics at SMS Management and Technology from where he played a leading role in the reformation of the Australian Defence Logistics Information System. Matt also led the expert team contracted by UK Ministry of Defence to revitalise the Defence Logistics Transformation Program. He also led the South Australian project to build Air Warfare Destroyer ‘blocks’ in South Australia by combining the extant heavy engineering and shipbuilding capability in the state. Matt commenced his use of S&OP to bring unified management to businesses in modernising the business operations of a manufacturing conglomerate in Kuwait in the late 1990s. The conglomerate included construction, food and importation / distribution companies working throughout the Middle East.

His expertise includes senior executive management; major programme management, strategic business planning, corporate planning and sales and operations planning and strategic supply chain optimisation.

Matt’s clients include:

Banking & Finance

- Al-Ahlia Investment Company
- Burgan Bank – Kuwait
- Kuwait Finance House
- Kuwait Free Trade Zone

Defence

- Australian Department of Defence
- UK Ministry of Defence, DLO
- Royal Australian Air Force
- Kuwait Ministry of Defence

Government & Utility

- City of Doncaster and Templestowe
- Department of Human Services
- Heritage Victoria
- Greater Shepparton City Council
- Environment Protection Authority
- Victorian Local Government Dept
- Transurban CityLink

Manufacturing

- BHP Billiton
- Several manufacturing and commercial trading
- Companies in the Middle East
- Bianco Defence Engineering

Natural Resources

- BHP Billiton
- Kuwait Oil Company

Retail

- Fantasy World Toyshops (Kuwait)

Services

- ANF Federal and Vic Offices
- Franchise Development Services

Health Care & Pharmaceuticals

- Banyule Community Health Centre
- Baxter Health

PROGRAMME DAY ONE

Session 1: The Fundamentals

The two major components of successful S&OP implementation: the meeting 'framework' and the planning data 'foundation' will be discussed in the context of GRA's S&OP Maturity Model. The critical success factors for S&OP will be outlined. Key concepts in business and supply chain planning processes will also be covered.

- What business conditions create the need for business planning using S&OP techniques?
- Building a business case – the economics of performance
- Industry case studies and benchmarking data

Session 2: Integrated Business Planning using S&OP techniques

Effective S&OP provides a context and focus for routine business plans. Concepts underpinning common inventory management approaches will be introduced, providing participants with an understanding of the techniques available and where they might be successfully employed within their business.

- Review of business planning techniques using a People, Process, Systems and Data framework
- Explore the competing 'drivers' which influence the behaviour of sales, operations, financiers and general managers. What is best practice?
- "Tools of the trade" – requirements for forecasting demand and operations capability and efficiency in Retail, Distribution, Manufacturing & Service/Repair

Session 3: S&OP Meeting Framework

This session will provide an understanding of the S&OP Meeting Framework. Participants will gain an understanding of the purpose of each of the meetings and will begin the first of a number of practical exercises exploring the roles within an organisation which should attend each meeting.

- The Forecasts and New Activities Stage – relationship to the demand plan?
- Demand Planning Stage – Developing a Demand Plan
- Supply Planning Stage – Developing a Supply Plan
- Reconciliation Stage – Managing the exceptions
- Executive S&OP Meeting – Bringing it all together in a manner which is sensible and usable by the CEO and CFO

Session 4: Meeting Input, Agenda, and Outputs

This session will continue with the practical exercise to examine the sources of input and their format for each meeting. The topic will then examine, in the context of the attendee's companies, standardised and tailorable agendas for each of the meetings. Finally, this session will look at the most practical forms of output from each meeting, as it contributes to actions and the preparations for the next meeting in the S&OP Framework.

- Presenting data as management oriented information
- Maintaining focus in the meeting agenda
- Developing management ready outputs from the meetings
- Key performance indicators (KPIs)
- Identifying common impediments to successful meetings

Session 5: Demand Planning

This session will focus on development of the Demand Plan. It is a session aimed at ensuring that the Demand Plan is a management document which enables management action; not just a step in a bureaucratic process.

Participants will gain an understanding of the business requirement for demand planning and the framework required to create forecasts and an approved business demand plan.

- The Role of Demand Planning – Who touches the demand plan?
- Creating the Demand Plan – Developing a baseline statistical forecast
- Demand Plan Performance Management – Exception management
- Key performance indicators (KPIs)
- Demand Planning Workshop – Identifying opportunities to improve your demand planning processes

PROGRAMME DAY TWO

Session 6: Supply Planning

This session focuses on development of the Supply Plan which is the way in which the organisation will procure, produce and deliver the products and services shown in the Demand Plan.

Participants will also gain a high level understanding of how supply chains and inventory management methodologies work and will discuss the best practices in inventory, service and cost optimisation.

- Supply planning methodologies such as Distribution Requirements Planning (DRP) & DRP II, Reorder Point (ROP)/Reorder Quantity (ROQ) and Min/Max
- Addressing supply constraints such as order minimums, lead times & logistics constraints
- Discussing Inventory Management such as Inventory Segmentation, Inventory Control, Inventory Management, Inventory Optimisation
- Understanding Inventory Performance Management such as Inventory analysis, ABC analysis and Key performance indicators (KPIs)
- Inventory Management Workshop – Identifying opportunities to improve your inventory management processes

Session 7: Supply Chain Collaboration, Performance Management and S&OP

This session will look at how customer collaboration is enabled by the S&OP process and how it improves the demand planning process and how supplier collaboration works to improve the supply plan variability, thus reducing total supply chain costs.

This session also provides an introduction to the principles behind performance management, this topic illustrates how S&OP uses inventory and performance management to integrate and align activities within a business.

- Collaboration models – internal, external, customer, supplier, industry
- Traps and pitfalls
- Implementing collaboration
- Examples of "healthy" and "unhealthy" performance management practices
- A good mix of performance measures – leading, lagging, process, outcome, internal, external

Session 8: Systems

The use, selection and implementation of forecasting and replenishment systems including what capabilities you should look for to support the S&OP process, how a selection process might be structured and what to consider when implementing, will be explored in this session. How the S&OP participants should be involved in system selection that some organisations regard as an IT only activity

- What new capabilities or processes will the system enable?
- How to define your requirements
- How to run an evaluation process
- Implementation considerations

Session 9: The Financial Link

This session explores the relationship between financial performance and sales / operations management through the S&OP process. Participants will see how S&OP integrates all the formerly 'siloes' parts of business management. Participants will also be provided with an understanding of how to build a business case to support improvement initiatives.

- Building a business case
- Learning to speak "accountant"
- How to sell the value of supply chain improvements within an organisation

Session 10: Implementation & Change – Making it Happen

The factors influencing the success of S&OP led improvement within an organisation will be reviewed in this topic, as will the elements of a successful supply chain improvement project and the associated risks.

- Implementation & Change – Making it Happen
- Industry Case Studies – where it went right and where it went wrong
- Making It Happen Workshop – participants apply what they've learnt in the course and create an action plan for their own businesses

