

Welcome to the RA Stahl Company Executive S&OP Newsletter

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Issue: 12

The Silver Lining

There was not much good to write about just a few short weeks ago. The impact of the Wuhan Virus continued to expand, taking a huge number of lives, ruining an endless number of livelihoods with the shutdown, and the full extent of the devastation was yet to be determined. It was all quite depressing and unsettling, with no end in sight.

A lot has changed in just a few long weeks! During our self-quarantine, I've had a lot of time to think and read. A friend of mine, [Tom Asacker](#), in a communication quoted novelist and short story writer Franz Kafka (1924), saying: "Isolation is a way to know ourselves." How true that is and it has made me recognize The Silver Lining to this bad experience! In our isolation, we've become not only more grateful than ever for our family, friends, and nation, but as a society have become smarter as well.

Today, the deadly impact of this Silent Enemy is on the decline, and we now know more about what happened, how it happened, and what we must do to protect ourselves from ever letting this happen again. We will have to make big changes to both our life-style and sociological past. We are now in the process of Opening Up America Again. We have renewed hope that we can once again restore this great nation, in a different way.

More specifically -- one of the elements of The Silver Lining, from my supply chain perspective, is that we will now begin returning all manufacturing that is critical to our country's safety, health (medically and economically), security, and well being to the good ole USofA. That means repatriating a lot of stuff, which will further assist in getting our economy back to where it was before all this happened. That will require a highly disciplined and well-organized effort. That's where S&OP comes in. It's a tool that helps management do just that!

One of the last clients I worked with is the SSW Holding manufacturing company. They make, engineered products to a diversified customer base for the food preservation, cooking, and home comfort industries.

RA Stahl Company



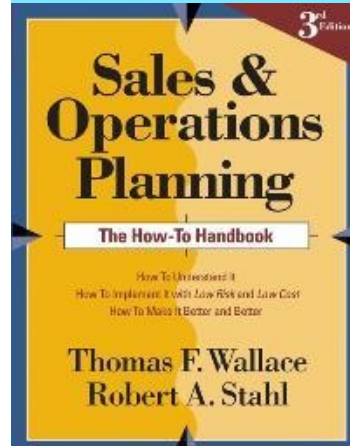
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They have nine (9) plants in the United States, two (2) in Mexico. They employ about 1600 people. With their President, I did a public presentation at the APICS/ASCM Conference in Las Vegas last September about their S&OP implementation experiences.

In that talk, Mark Gritton, their President, stated that one of their benefits was to repatriate 2,000,000 annual pieces from offshore production back to the USofA. They did this in seamless fashion for risk abatement through better inventory planning. This same process can be used to repatriate any overseas operations, with little risk and disruption.

In Bullets from Bob below, I've summarized SSW's implementation experience and learnings. If you want to read the full interview with their President, Mark Gritton, about their experience, click:

[SSW Implementation - an interview with their President, Mark Gritton](#)

BULLETS from BOB

We've known for a long time that the challenge implementing S&OP is not the technology, nor the process. It's all about people and changing the way they interact with one another.

Mark Gritton, SSW's President and Design Team Executive Champion, recognized this from the get-go and put together a fantastic team of people that designed and developed how S&OP was to work at their company.

He summarized their experience as follows, dealing with what they learned about making S&OP work to its potential:

- It really is all about the people
- Set your Design Team up for success by planning the right resources
- Communicate, educate and demonstrate benefits throughout the organization
- Executive visibility and engagement is critical
- Set your organization up for success by getting the right people in the right seats

For the full breadth of Mark's conclusions, read the full interview at [SSW Implementation - an interview with their President, Mark Gritton](#).

Mark's comments include the following topics:

- Benefits - Soft & Hard
- It's All About People
- Design Team Requirements

Sales & Operations Planning

The Executive's Guide

- Balancing Demand and Supply
- Aligning Units and SSS
- Enhancing Teamwork

Thomas F. Wallace
Robert A. Stahl

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- Including a Plan
- Avoiding Conflicts
- Merging with Other Projects & Initiatives
- Beyond Pilot Demo

- Executive Education
 - And Throughout the Organization

- Executive Champion' Role
 - President Must Lead Ongoing Process

Enjoy!

On Time in Full (OTIF)

Attainment Requires both Technology and Process

In my last newsletter (#11, October 2019), I indicated that as a result of what I learned at a Consumer Healthcare Products Association (CHPA) conference in Baltimore, MD, that I was trying to help put together a team of professionals to develop a "new approach" to achieving this objective. It was clear that the old approach was not working.

Unfortunately, a tremendous manufacturing practitioner and I could not get traction attracting those in the retail, transportation, and data management industries to join us. It was our intention to put together an integrated conceptual design of a new approach, and then pilot it in the real world for pragmatic results and verification.

I promised an update.

Unfortunately, I don't have any good news to report. I'm not sure that we'll get traction in the short term, but will sure let you know if we do.

Sorry for the false hope.

All the best and do stay safe and healthy,
Bob Stahl

Related Resources

- ***"Managing in an Uncertain World" - Keynote Speech at SAPICS Conference***

- ***"S&OP's Evolution: Becoming a Strategic Imperative"***

For more insights about eS&OP, refer to my website for free downloads and/or get one or more of our books at:

www.RAStahlCompany.com



Note: If you have any questions or comments, please don't hesitate to contact me:
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Bob Stahl has spent 48 plus years as a practitioner and counsel to manufacturing companies. He is a teacher, a writer, and eS&OP Executive Coach. He has co-authored six books including *Sales & Operations Planning: The How To Handbook 3rd Edition* and *Sales & Operation Planning: The Executive's Guide*. Three of his books have been used for professional certification and several have been translated into seven different languages throughout the world. Bob is a past S&OP editor for the International Institute of Forecasters (IIF) *Foresight Journal*.