

Welcome to the RA Stahl Company Executive S&OP Newsletter

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SOME NEW RESOURCES

Interview Videos

Last October, Tom Wallace and I presented a talk at the APICS International Conference in Las Vegas, NV, entitled: ***S&OP Success - Achieving Transformational Results***. Following that talk, we were interviewed by BOB.tv ([View BOB.tv](#)) on two very important subjects dealing with making eS&OP a transformational success:

- **Gaining an *Informed Commitment* from top management to eS&OP**
- **The proper role of coaching for successful eS&OP implementation**

I've recently received video copies of those interviews. Listed below are "clicks" to each of these videos on my Web Site, along with the Power Point deck from the presentation itself. Please feel free to use any or all of this material to get the attention of your leadership team toward launching an upgrading, improving, or implementation eS&OP effort. There's one more "click" that deals with *how to get started*, should you be interested.

Do call or eMail if you have any questions, problems, or comments.

- **Las Vegas Talk PowerPoint Deck: *S&OP Success - Achieving Transformational Results***
 - [View Powerpoint](#)
- **Video: *Gaining an Informed Commitment to eS&OP***
 - [Watch Video](#)
- **Video: *Coaching for a Successful eS&OP Implementation***
 - [Watch Video](#)
- **Reference Document: *How to Get Started with a Successful eS&OP Implementation***
 - [View Document](#)

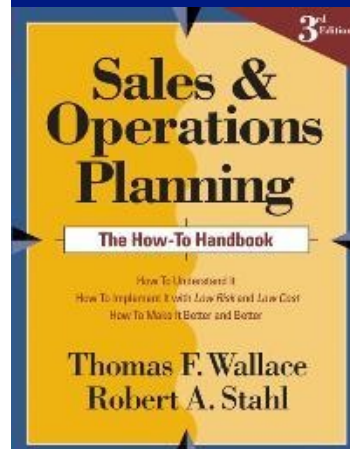


In This Issue

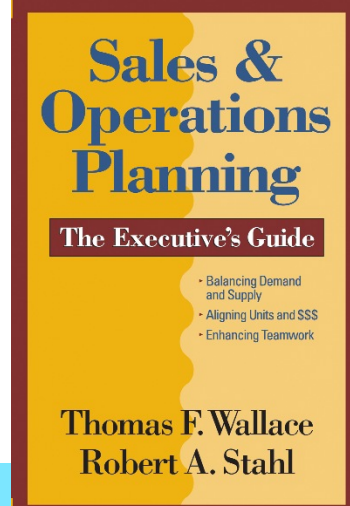
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**eS&OP Self-Audit
Checklist and EXCEL Tool**

Someone once said, "*success is not forever, and failure is not fatal.*" This is specifically true of eS&OP - once successful, it is not forever; and on the other hand, if slippage occurs, it is reversible to get back to high levels of performance.

The question is: How do you keep an eS&OP practice at a high level of performance. First is to know when you've slipped. When Tom Wallace and I wrote the book, *Sales & Operations Planning Self-Audit Workbook - 2nd Edition*, we had that in mind. This book includes a checklist of questions, based on the 10 Principles of S&OP. At that time we also recognized that the best kind of critique was self-critique because it raises positive, not negative, energy toward improvement. That's what this book is all about.

A couple of years ago, Tom Wallace and I updated the *10 Principles of eS&OP* in a column for the Fall 2012 edition of the *Foresight Journal* of the IIF (International Institute of Forecasters). If you'd like a copy of that column, click on: [View Column](#)

In order to perform a self-audit, you'll need two things:

1. The workbook, *Sales & Operations Planning Self-Audit Workbook - 2nd Edition*, which can be ordered at the following click: [Order the Book](#)
2. A copy of the Excel Checklist tool that I have updated to the revised principles. If you are interested in using this Excel Checklist tool to evaluate your eS&OP process, send me an eMail (RStahlSr@aol.com) and I'll forward it to you. I also have a person who can offer assistance to tailor the Excel Checklist tool to your liking -- adjusting questions, formats, or wording to your circumstance.

If you have any other questions or comments, please don't hesitate to contact me. I'd be happy to be of help.

A KEYNOTE IN SOUTH AFRICA

In June, I will be at the SAPICS Conference in Sun City, South Africa, presenting a Keynote address. Following that conference I will make the deck available to Newsletter readers. The following is an abstract of that talk:

Managing in an Uncertain World

Business leaders today have an ever-increasing amount of data at their fingertips. But when it comes to anticipating the future, this data and the models they feed, only provide an illusion of precision and control.

Demand fluctuations are inherently unpredictable. As such, the key to success is not to try to predict the variability, but rather to employ a strong process that *manages through* the variability. David Orrell of the International Institute of Forecasters (IIF) said:
"We should spend less time trying to perfectly predict the future, and more time on preparing for its inevitable

variability."

The most effective way to manage this uncertainty is with an authentic Executive S&OP (eS&OP) process. It must, however, be embraced across the entire organization for maximum impact. Moreover, some of the best practices in eS&OP are counterintuitive such as operating with less detail. The benefits of a successful implementation are transformational: increased operating profit, reduced working capital, and increased service levels, doing things not before possible because of aligned human energy.

To quote one CEO, Phil Dolci:

". . . the hard benefits are substantial . . . but, the soft benefits are just as valuable. We have much better teamwork because of the engagement and constructive conflicts that are natural components of eS&OP. This approach has extended to almost every process and function within the business, which is not something I anticipated as a benefit when we started implementing eS&OP"

If you'd like to read the entire interview with Phil Dolci click:

[Read the Interview with Phil Dolci.](#)

Thanks for listening.

Bob Stahl

ANNOUNCEMENTS

- **Ordering books** - [Order Books](#)
 - If you're in my web site, click on a *Books To Order* and then a specific book, and it will take you to the TFWallace Web Site (being managed by a company other than Tom). You can then order any of our books. Let me know if you have any difficulty.
- **May 11, 2016** - Albany Chapter of APICS PDM
 - Albany, NY - [Event Website](#)
 - eS&OP topic to be determined
- **May 17, 2016** - Industrial Crescent Chapter of APICS PDM: Top Management Night
 - Greenville, SC - [Event Website](#)
 - S&OP Success: Why and How to Engage Top Management
- **June 12-14, 2016** - SAPICS Annual Conference
 - Sun City, South Africa - [Event Website](#)
 - Keynote Address - *Managing in an Uncertain World*
 - Workshop -- *Executive S&OP: A Transformational Experience*
- **September 13, 2016** - North Shore APICS PDM
 - North Shore, Massachusetts - [Event Website](#)
 - Sales Forecasting - A New Approach
- **September 25-27, 2016** - APICS International Conference
 - Washington, DC - [Event Website](#)
 - Implementing S&OP in the Service Industry - A Case Study

Note: If you'd like more information on any of these events, don't hesitate to contact me.

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