

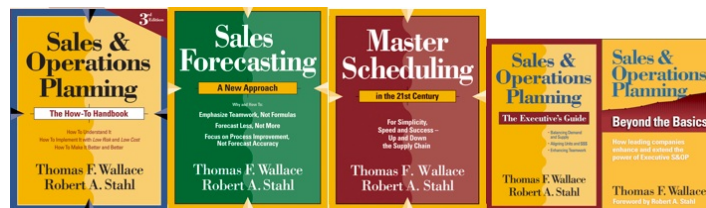
Welcome to the RA Stahl Company executive S&OP Newsletter

www.RAStahlCompany.com

508-226-0477

RStahlSr@aol.com

Visit our website



Hello all,

It's hard to believe my last newsletter was in December 2021 – it seems the years pass more quickly when you become a senior citizen, although it's hard for me to accept that label, but it's true.

Worst of Times/Best of Times

(Charles Dickens)

In that last newsletter, I spoke of the Worst of Times vs the Best of Times -- hoping that the Best of Times would return promptly. Unfortunately, my wish did not happen, and it looks like we're in for a rocky road for some time to come.

Keep Your Head While Others Are Losing Theirs

(Rudyard Kipling)

Also, in that newsletter I was hoping that the “summer of 2020”, and other violent, disruptive events, would never happen again, giving way to better thinking. That too, unfortunately, does not look like that will be the case.

I concluded that our “solutions” would come from “**We the People**” and not the politicians. I still believe that, but it will only happen if the **We the People** have meaningful and substantive discussion. All too often, however, meaningful discussion is disrupted by the extreme fringe of the opposing ideologies. In fact, an overwhelming majority of our Nation is either Center-Left or Center-Right – NOT the extremes. But . . . these extremes drown out most meaningful discussion.

Just in the last two days, I had examples of both. In one conversation an individual could not get beyond emphatically stating that we were an evil and selfish nation. Despite efforts to do otherwise, we had NO meaningful discussion. In a second conversation with another individual, we spoke about the role of Capitalism in our Democratic Republic. While we had somewhat different points of view, we both learned something, and agreed on a whole lot of things.

Wealth of Nations

(Adam Smith)

One of those things we agreed on is that if our Nation is to have lasting peace and prosperity we must regain our manufacturing base, controlling the levers of prosperity.

Unfortunately, we learned the hard way that the outsourcing of our manufacturing industry to foreign countries (justified by cheaper labor) has given away our primary source of wealth creation.

This list of outsourcing includes, among many other things: computer chips, pharmaceuticals, energy production, “green” equipment (batteries, windmills, solar panels), etc. We are now suffering the ultimate consequence of those decisions . . . becoming Victims of Circumstance (transportation & control), losing our ability to be Masters of our own Destiny.

That must change!

Call to Action

To do that, a company must have a very defined and disciplined strategic planning process that is tied to day-to-day operations. This is what will enable them to effectively manage that transition. That planning process is known as *executive Sales & Operations Planning Process (eS&OP)*, although there are several other names for it. eS&OP is a people centered process, that aligns the human energy of an organization into a collaborative consensus about strategy and supporting actions. When a company does that, it can achieve things and goals not before possible, even if they are already doing relatively well.

Although many years have gone by since I started this work, I still very much enjoy working with companies that are looking to adopt these processes. It is my way of helping our beloved nation get back on track.

I'm currently working with one such company that is doing well but wants to do even better. Although there have been many obstacles (Covid, shifting markets, labor availability, supply chain, disruptions, and many more) they have persevered and are on the brink of success. I'll soon be writing about them in a future newsletter.

I have dedicated my career (life) to assisting companies improve themselves by implementing an authentic eS&OP process. In my enthusiasm for this work, I'm always looking for the next good company to work with. It's fun and productive.

We the People Shall Overcome

(Martin Luther King, Jr.)

Our great country has seen many struggles along the way – literally about every forty (40) years or so. Each time we took actions to correct the wrongs and battled back to regain our position as the best economy in the world. Today's struggle will be no different.

Authentic use of an eS&OP process is an integral part of revitalizing our industrial base so we can regain our economic excellence. Government & politicians won't do it, however – **We the People** must do it ourselves. Call if I can be of help!

Good luck . . .
All the best . . .
Stay safe and healthy!

Sincerely,
Bob Stahl

Podcast Interviews

In this podcast with Natalia Hernandez-Prysiak, Bob Stahl explores executive S&OP and how beneficial it can be for all industries. Bob has spent twelve years in the manufacturing industry and his company was awarded the Oliver Wight's Class A recognition for supply chain excellence. Since then, Bob has been an independent consultant to many of the world's leading corporations making improvements to their supply chains practices and introducing them to executive Sales and Operations Planning (a process to help balance demand and supply).

**Bob's Podcast: Transform Your Business with
the Executives' Guide to Sales and Operations
Planning**

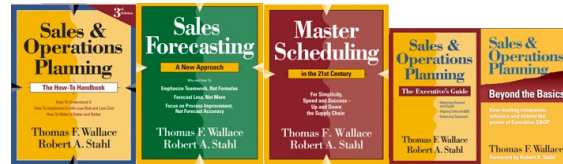
In this interview with Mark Gandy from CFO Bookshelf.com, Bob Stahl, one of

today's S&OP thought leaders, will respond to where executive S&OP is today, and expand on the fundamentals laid down in his many books about S&OP.

Bob's Podcast: Is S&OP Still Relevant?

For more insights about what eS&OP is and how to successfully implement it, refer to my website for free downloads and order any of our books:

<http://rastahlcompany.com>



RA Stahl Company

5037 Newell Circle
Vero Beach, FL 32967

Contact
Us

Bob Stahl has spent 50-plus years as a practitioner and counsel to manufacturing companies. He is a teacher, writer, eS&OP Executive Coach, and an Expert Witness in litigation. He has coauthored six books, including *Sales & Operations Planning--The How-To Handbook, 3rd Edition*, and *Sales & Operations Planning--The Executive's Guide*. Three of his books have been used for professional certification, and several are translated into seven languages throughout the world. Bob is a past S&OP Editor and Columnist for the International Institute of Forecasters' (IIF) *Foresight Journal*. He has guided many of the world's leading manufacturers in their pursuit of eS&OP.