

THE EXECUTIVE S&OP EFFECTIVENESS CHECKLIST

The Executive S&OP Effectiveness Checklist is taken from the book, *Sales & Operations Planning: The How-To Handbook, 3rd Edition*. The format used in that book has been modified here to allow for more consistency among the three checklists.

	<u>Evaluation</u>				<u>R e s p o n s i b l e</u>		<u>Due</u>
	Ex	Gd	Fr	Pr	<u>Primary</u>	<u>Support</u>	
					_____	_____	
1. Executive S&OP is a monthly process involving both middle management and top management, including the President (General manager, COO, Managing Director) Principles S1 and S3	4	3	2	1	_____	_____	_____
2. The monthly Executive S&OP cycle consists of a Demand Planning phase, a Supply Planning phase, a Pre-Meeting, and an Exec Meeting that includes the President. Principles S1, S2, and S6	4	3	2	1	_____	_____	_____
3. A written Executive S&OP policy details the participants, responsibilities, timing, and objectives of each step in the process.	4	3	2	1	_____	_____	_____

	<u>Evaluation</u>				<u>R e s p o n s i b l e</u>		<u>Due</u>
	Ex	Gd	Fr	Pr	<u>Primary</u>	<u>Support</u>	
4. Meeting dates for the Pre-Meetings and Exec Meetings are scheduled well into the future, to maximize attendance. Principle S7	4	3	2	1	_____	_____	_____
5. The Exec Meeting is rescheduled if the President is unable to attend. Other participants who cannot attend a given meeting are represented by their designated alternates, who are empowered to participate in the decision-making process. Principles S1 and S7	4	3	2	1	_____	_____	_____
6. A written agenda is issued at least two work days before each Exec Meeting, highlighting major decisions that need to be made at that meeting.	4	3	2	1	_____	_____	_____

THE FORECASTING EFFECTIVENESS CHECKLIST

This checklist on Sales Forecasting is important for several reasons, one being that “it all starts with the forecast,” as most of us have heard time and again. Well it’s true. The forecast feeds both Sales & Operations Planning and Master Scheduling. Another reason is that the forecasting process is perhaps the most difficult, the most contentious, and the most likely to create friction within the organization.

The Forecasting Effectiveness Checklist is taken from the book, *Sales Forecasting: A New Approach*. It has been modified and enhanced for this workbook.

	<u>E v a l u a t i o n</u>				<u>R e s p o n s i b l e</u>		<u>D u e</u>
	E x	G d	F r	P r	<u>P r i m a r y</u>	<u>S u p p o r t</u>	
	4	3	2	1	_____	_____	
1. Sales forecasting is being done in both units and dollars. Principle F1	4	3	2	1	_____	_____	_____
2. The benefits from better forecasting are widely understood and accepted by key people in Sales & Marketing, Operations, and Finance. Principle F2	4	3	2	1	_____	_____	_____

	<u>Evaluation</u>				<u>R e s p o n s i b l e</u>		<u>Due</u>
	Ex	Gd	Fr	Pr	<u>Primary</u>	<u>Support</u>	
3. Sales & Marketing has accepted responsibility for forecasting. Principle F3	4	3	2	1	_____	_____	_____
4. The forecasting cycle includes a formal step to relate the newly developed forecast to the economy, the industry, and market share expectations. Principle F4	4	3	2	1	_____	_____	_____
5. There are multiple inputs to the forecast, not merely history. Principle F4	4	3	2	1	_____	_____	_____

THE MASTER SCHEDULING EFFECTIVENESS CHECKLIST

The Master Scheduling Effectiveness Checklist is taken from the book, *Master Scheduling in the 21st Century*. It has been modified and enhanced for this workbook.

	<u>E v a l u a t i o n</u>				<u>R e s p o n s i b l e</u>		<u>D u e</u>
	E x	G d	F r	P r	<u>P r i m a r y</u>	<u>S u p p o r t</u>	
1. A written Master Scheduling policy has been established, authorized by top management, and is used to help manage the business. Principle M14	4	3	2	1	_____	_____	_____
2. The Master Scheduling policy defines accountabilities for decision-making: who is authorized to make decisions in which time zones and under what circumstances. Principle M14	4	3	2	1	_____	_____	_____
3. The Master Schedule is maintained to achieve the desired balance between stability and responsiveness. It is widely recognized throughout the company that stability of the Master Schedule is important and that it leads to manufacturing and supply chain responsiveness. Principle M13	4	3	2	1	_____	_____	_____

	<u>Evaluation</u>				<u>R e s p o n s i b l e</u>		<u>Due</u>
	<u>Ex</u>	<u>Gd</u>	<u>Fr</u>	<u>Pr</u>	<u>Primary</u>	<u>Support</u>	
4. The Master Schedule is in weekly or smaller increments.	4	3	2	1	_____	_____	_____
5. Changes to the Master Schedule inside the Planning Time Fence are carefully managed to the availability of specific materials and capacity. Principle M10	4	3	2	1	_____	_____	_____
6. Outside the Planning Time Fence, most forecasting and planning is done in the aggregate, using the data from Executive S&OP.	4	3	2	1	_____	_____	_____

NOTES: