

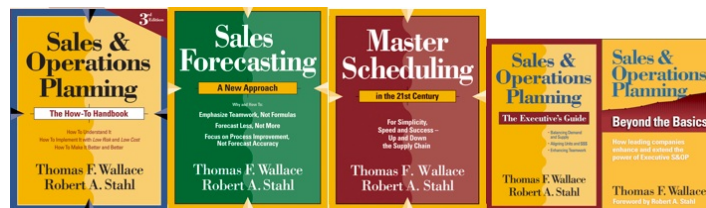
# Welcome to the RA Stahl Company executive S&OP Newsletter

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Hello all,

It's been a while since my last Newsletter, but I remain passionate about helping people & companies learn more and more toward the proper use of eS&OP in better managing the supply chain in this increasingly complex and uncertain world. After all, the primary objective of eS&OP is to manage the supply chain properly and effectively under ANY conditions. Dealing with the uncertainty that the current issues bring, is no exception.

I'm busy drafting my next book that will update our previous legacy books on eS&OP. While the fundamentals have remained constant, we've learned a lot in the last 10-15 years. While the world has gotten more and more complex and uncertain, creating a fog of complexity and a blizzard of data, those who have found solutions, still do it with *simplicity - the ultimate sophistication* (Oliver Wight).

For that reason, the entire first section of my next book is about the “*Human Side of eS&OP.*” (With apologies to Douglas Macgregor – *The Human Side of Enterprise*, 1960.) That's because we have fully realized that managing eS&OP to its potential requires total “ownership” by an internal management team, crafting simple solutions, using outside technology.

## Inside Versus Outside Job

While third party technology has played an important role in our progress and will continue to have an important role in the future of eS&OP, technology alone has not, and will not, replace human involvement and decision making in the eS&OP process. Technology will continue to enhance people's ability to perform at higher levels, but the role of making eS&OP transformational is an "Inside Job."

Making eS&OP work to its potential has never been a 'cookie cutter' exercise. More so today, success requires a solid grasp of the concepts and principles (which are simple), but it is more than that. It takes an internal leadership team who know the business best (those that work there) to apply those principles in an appropriate and creative fashion, incorporating technology to their needs. This results in complete ownership at the highest level. While I've never seen two eS&OP processes look exactly the same, they are all highly recognizable regarding the fundamental principles being clearly present, with solid ownership by Top Management.

With the continuing high volume of sales of our existing books, I must assume there's a lot of people/companies that are still in pursuit of a fully authentic and transformational eS&OP process. My update book should be of great help to those seeking these fundamentals as an upgrade or as an initial effort. It will be in the *Amazon Book Store* around the end of the 3<sup>rd</sup> Quarter of 2023.

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**

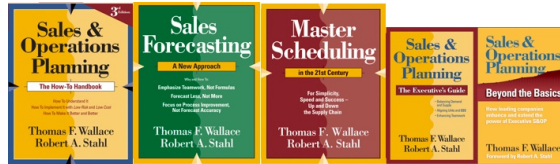
In this interview with Mark Gandy from CFO Bookshelf.com, Bob Stahl, one of today's S&OP thought leaders, will respond to where executive S&OP is today,

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>



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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, 3<sup>rd</sup> 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 was the inaugural S&OP Editor and Columnist for the International Institute of Forecasters' (IIF) *Foresight Journal*. While in industry his work with eS&OP increased Return on Net Investment by 600%. He has since guided many of the world's leading manufacturers in their pursuit of eS&OP and its benefits.