

## Global Sales & Operations Planning Process

### Process Engineering and Change Management Multinational Agrochemical Company

#### The Challenge

To establish a global sales & operations planning (S&OP) process in a new global supply chain function following growth by acquisition in four regions.

#### Outcome

Regional and global S&OP processes were introduced enabling greater integration between the regions and resulting in reduced procurement, manufacturing, warehousing and transport costs and greater flexibility and asset utilisation in the supply chain.

S&OP implementation requires careful attention to all the elements of business change management.

Firstly good **systems** are necessary – easy to use and providing the right level of information.

Secondly **processes** must be properly defined so that everyone knows exactly what to do and when. Thirdly all participants must receive appropriate **training**.

Finally all participants must have the correct **motivation** to play their part.

S&OP involves a broad range of stakeholders from the CEO to Sales reps and planners. They must all be fully engaged if success is to be achieved.

#### SkillSet Approach

Our client, a rapidly growing agrochemical company, was establishing a global supply chain operating across North and South America, Europe and the Far-East. Sales & Operations Planning is a key process to manage the new global supply chain. We were engaged to assist the client in managing the difficult cultural, organisational and process challenges.

Our initial focus was to gain a good understanding of the current situation by interviewing sales, supply chain and finance representatives in each of the four regions. This enabled us to identify current processes and systems as well as gauging the attitudes towards S&OP. We assessed the results and formulated a plan and presentation for the Global Leadership Team to gain sponsorship.

Implementation occurred at two levels; global and regional.

At regional level we worked alongside regional supply chain managers to establish regional supply chain and forecasting processes. We prepared training and education materials and undertook communications and engagement activities to overcome cultural resistance.

At a global level we established a process operating on a monthly cycle supported by a tool for collecting and presenting summary global S&OP data for key strategic, cross-regional products.