



*Training Course:
Sales and Operations Planning ? Integrating the
Business*

*22 - 26 March 2027
Lisbon (Portugal)*

Training Course: Sales and Operations Planning ? Integrating the Business

Training Course code: SM4023 From: 22 - 26 March 2027 Venue: Lisbon (Portugal) - Training Course Fees: 6050 € Euro

Introduction

This training program is designed by [Global Horizon Training Center](#) to equip senior professionals with the knowledge and practical tools required to implement and manage an effective [Sales & Operations Planning S&OP](#) process.

S&OP is also known as Integrated Business Management IBM or Sales, Operations & Financial Planning SOFP is a strategic, cross-functional process that aligns all key business functions including sales, marketing, operations, finance, and supply chain. The objective is to ensure that all plans are balanced and synchronized to achieve the organization's strategic goals over the medium to long term.

This program focuses on enabling organizations to move towards becoming a ["one-number company"](#), where all departments operate using a unified and consistent set of plans, improving coordination, decision-making, and overall business performance.

Course Objectives

By the end of this program, participants will be able to:

- Understand the concept, structure, and importance of S&OP
- Identify the objectives and benefits of implementing S&OP
- Describe the five key phases of the S&OP process
- Recognize roles and responsibilities across departments
- Align sales, operations, and financial plans effectively
- Prepare and support successful S&OP implementation
- Contribute to improved business planning and performance

Target Audience

- Top Management and Business Unit Leaders
- Senior Managers reporting to executive leadership
- Professionals in Sales, Marketing, Operations, and Supply Chain
- Finance, HR, IT, and Procurement Managers
- Anyone involved in planning, forecasting, or business integration processes

Training Outline

Day 1: Introduction to S&OP & Product Portfolio Management

- Overview and definition of S&OP
- Importance of S&OP in modern organizations
- Position of S&OP within ERP and supply chain systems
- Key benefits and business impact
- Roles and responsibilities across functions
- Introduction to the 5-step S&OP process
- Managing product/service portfolios
- New product introduction and product phase-out strategies

Day 2: Demand Planning Phase

- Objectives of demand planning
- Forecasting vs. demand planning
- Inputs and data requirements
- Demand planning methodologies and logic
- Outputs and communication of demand data
- Demand planning exercises
- Demand planning meetings and governance

Day 3: Supply & Resource Planning Phase

- Objectives of supply and resource planning
- Inputs and data requirements
- Supply planning logic and methodologies
- Resource planning and capacity considerations
- Outputs and integration with demand plans
- Practical exercises in supply and resource planning
- Supply planning meetings and coordination

Day 4: Integration & Reconciliation Phase

- Aligning demand, supply, and financial plans
- Identifying gaps between plans and budgets
- Cross-functional collaboration and decision-making
- Pre-S&OP meeting structure and agenda
- Financial alignment and performance considerations
- Preparing executive-level insights and reports

Day 5: Executive S&OP & Strategic Decision-Making

- Structure and governance of executive S&OP meetings
- Reviewing demand-supply balance across product lines
- Financial performance review and alignment
- Decision-making processes and documentation
- Continuous improvement of the S&OP cycle
- Extending S&OP beyond operational levels
- Technology and software support for S&OP

Registration form on the Training Course: Sales and Operations Planning ? Integrating the Business

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Complete & Mail or fax to Global Horizon Training Center (GHTC) at the address given below

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