



*Conference:
Sales and Operations Planning ? Integrating the
Business*

*22 - 26 February 2027
Madrid (Spain)*

Conference: Sales and Operations Planning ? Integrating the Business

Conference code: CO8241 From: 22 - 26 February 2027 Venue: Madrid (Spain) - Conference Fees: 6300 € Euro

Introduction

This conference emphasizes improving business performance through effective planning and control at the top management level, focusing on the Sales & Operations Planning S&OP process. It ensures that strategic plans across all business functions—product management, sales, marketing, operations, finance, and more—are aligned to meet organizational objectives. Participants will gain insights into enhancing customer service, achieving budget consistency, reducing inventory, fostering unified goals, and strengthening communication throughout the organization. The workshop highlights S&OP as a critical tool for achieving cohesive and strategic business alignment.

Objectives

- To ensure that participants understand what Sales & Operations Planning is
- To explain the objectives of the process and the benefits that can be achieved
- To describe the 5 phases of the monthly S&OP process, and to ensure that participants can recognize the appropriate people to be involved in each phase
- To ensure that top management realize S&OP is their process; they are responsible for making it work for them
- To realize that it is the preparation performed by people below the top-level that allows the process to work effectively and efficiently
- To prepare people to go back to their companies, ready to implement S&OP
- To plan for those implementations to be a success in achieving improved business performance

Outlines

Day 1: Introduction to Sales & Operations Planning

- Why do organizations need S&OP?
- Where does it fit in the hierarchy of ERP and Supply Chain systems?
- What are the benefits that can be achieved?
- Who does what?

- An introduction to the 5 step Sales & Operations Planning process
- Step 1 of the process
- Managing the product or service portfolio
- New product introduction, phasing out old products

Day 2: The Demand Planning Phase

- What is the overall objective of demand planning?
- The essential difference between forecasting and demand planning
- The inputs to the demand planning process
- The logic of demand planning
- The outputs from demand planning - the data required to be passed on
- A demand planning exercise
- Demand planning & demand management
- The demand planning meeting

Day 3: The Supply & Resource Planning Phase

- What is the overall objective of supply and resource planning?
- The inputs to the supply planning process
- The logic of supply planning
- The outputs from supply planning - the data required to be passed on
- The inputs to resource planning
- The logic of resource planning
- The outputs from resource planning - the data to be passed on
- A supply and resource planning exercise
- The supply & resource planning meeting

Day 4: The Integration and Reconciliation Phase

- What must be integrated?

- What must be reconciled?
- Who must be involved?
- What is the agenda for the pre-S&OP meeting?
- The importance of the financial numbers
- Identifying gaps between the budget and the S&OP numbers, and discuss potential action plans to close the gaps
- Planning the agenda for the executive S&OP meeting
- Publishing the information for senior management

Day 5: The Executive Sales & Operations Planning Meeting

- Who must be involved? Who runs the meeting?
- The agenda for the S&OP meeting
- The review of each family to consider the balance of demand and supply
- The review of the overall financial numbers
- Decisions to be taken, the minutes of the meeting
- Identifying what can be improved in the next cycle
- Beyond plant level S&OP
- Software advances to support the process

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

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