Checklist for an S&OP mindset

Innovative insights to benchmark your S&OP

SupplyChain Trend
Shaping the world of S&OP and supply chain

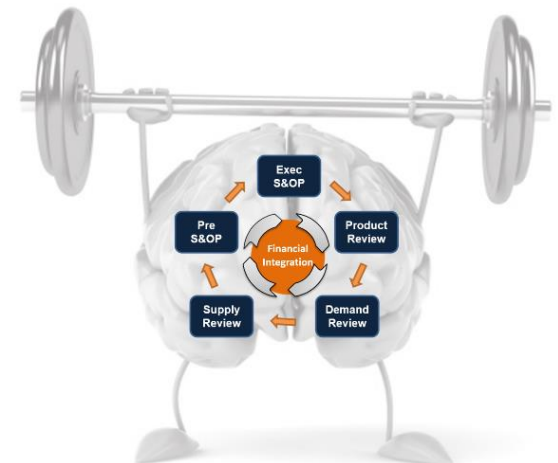**SCM** SUPPLY CHAIN MOVEMENT

Background

Effective S&OP requires an effective organizational mindset. Supply Chain Movement and integrated business planning expert Niels van Hove put together a checklist to assess the right mindset for an effective S&OP process.

Based on the S&OP checklist, we developed a survey. This report shows the results of the survey and will help S&OP leaders to:

- understand the average S&OP mindset
- compare the difference between effective and ineffective S&OP mindset
- benchmark their own organizational mindset

Compare your own S&OP mindset
and download the checklist here

S&OP checklist

Key S&OP mindset insights

25% — We have a relentless focus on only what is important for long term business objectives. — **60%**

29% — Of practitioners think that mindset & behaviours are addressed enough in their organisation — **62%**

42% — Team members openly challenge each other and put critical topics on the table. — **62%**

52% — We expect high performance and hold each other personally accountable to meet objectives.. — **85%**

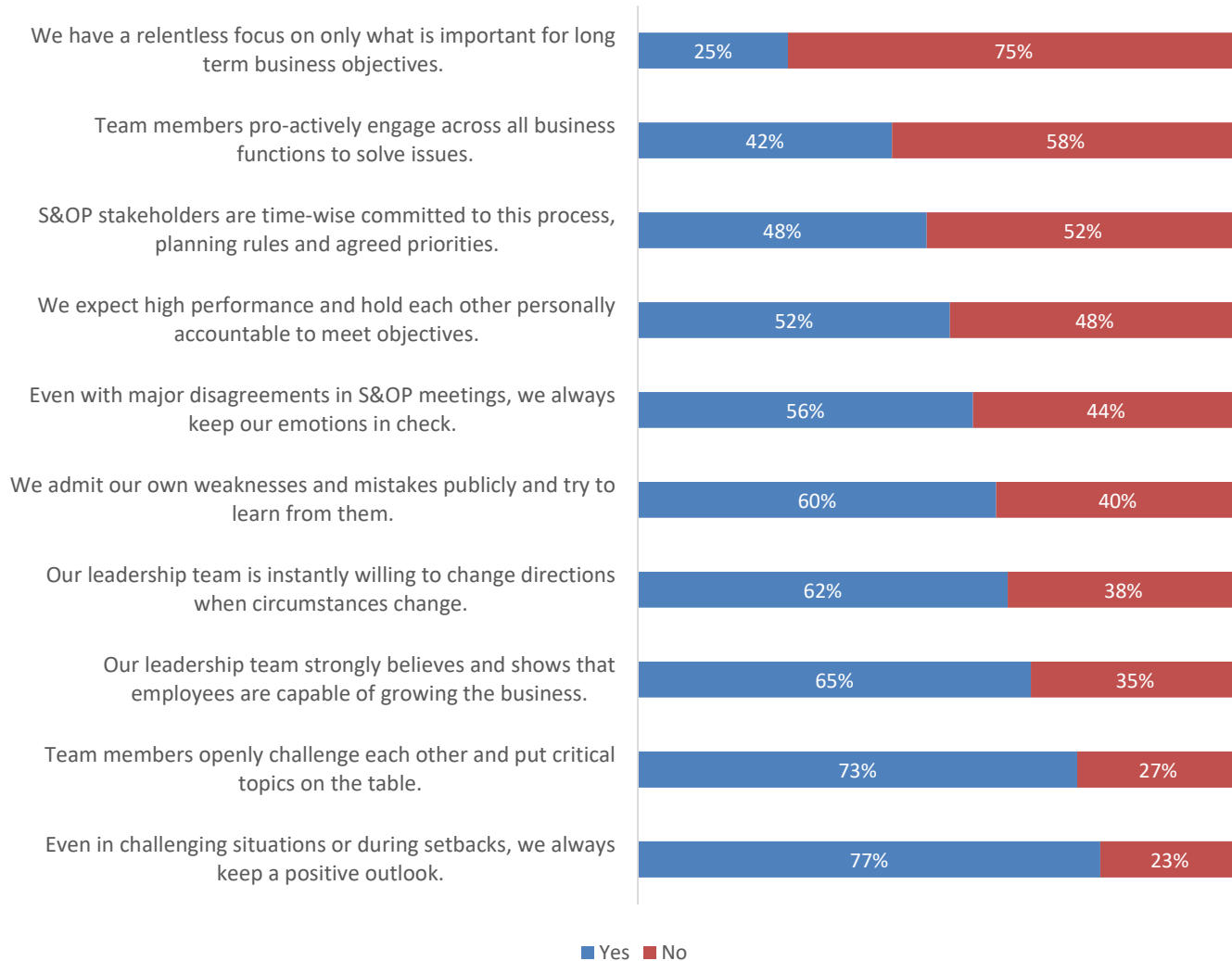**65%** — Our leadership team strongly believes and shows that employees are capable of growing the business. — **92%**
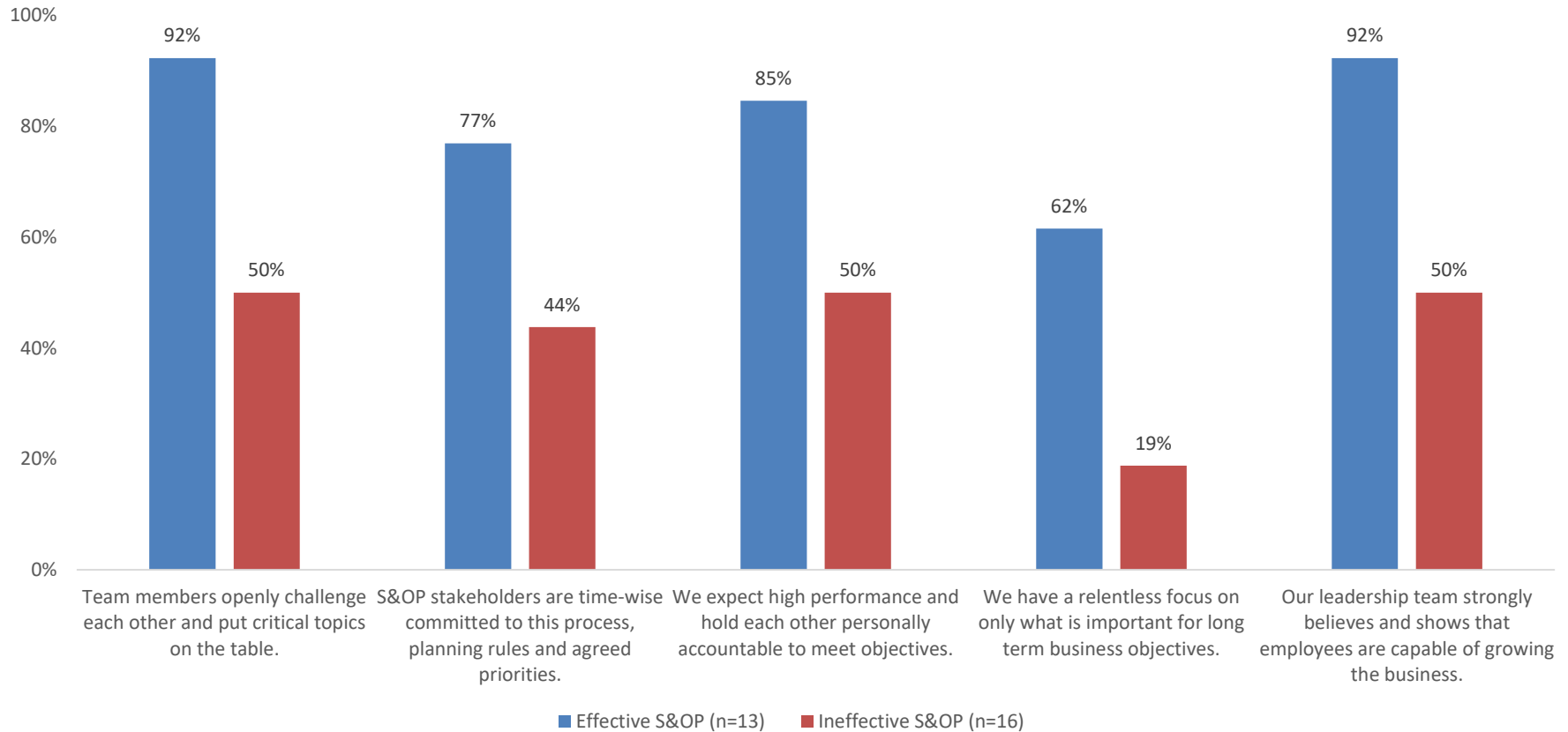
The average S&OP mindset

The S&OP mindset mostly misses focus on long term business objectives, pro-active engagement across silos and stakeholder commitment

	Yes	No
We have a relentless focus on only what is important for long term business objectives.	25%	75%
Team members pro-actively engage across all business functions to solve issues.	42%	58%
S&OP stakeholders are time-wise committed to this process, planning rules and agreed priorities.	48%	52%
We expect high performance and hold each other personally accountable to meet objectives.	52%	48%
Even with major disagreements in S&OP meetings, we always keep our emotions in check.	56%	44%
We admit our own weaknesses and mistakes publicly and try to learn from them.	60%	40%
Our leadership team is instantly willing to change directions when circumstances change.	62%	38%
Our leadership team strongly believes and shows that employees are capable of growing the business.	65%	35%
Team members openly challenge each other and put critical topics on the table.	73%	27%
Even in challenging situations or during setbacks, we always keep a positive outlook.	77%	23%

■ Yes ■ No

Questions answered with yes (n=52) Source: S&OP mindset survey 2018

Effective versus ineffective S&OP mindset

From the 10 mindset questions, these 5 have the biggest gap between effective and ineffective S&OP*
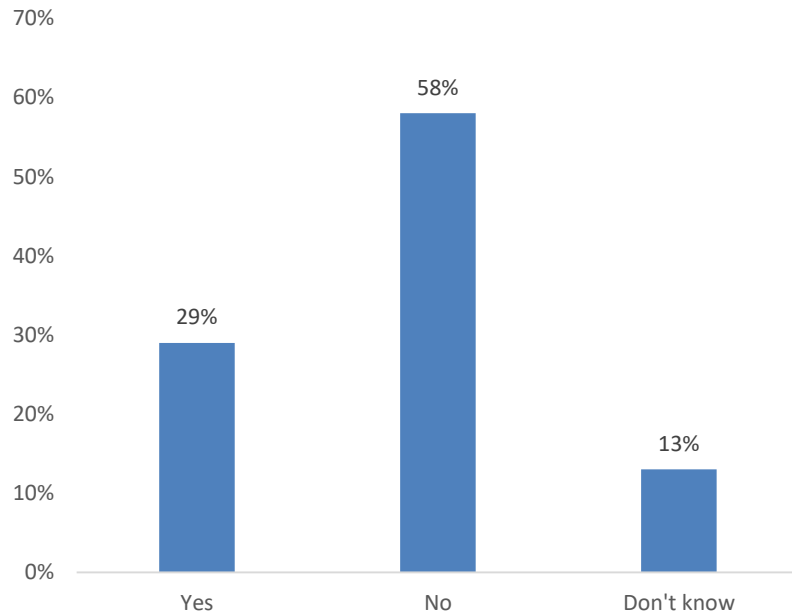

Legend: ■ Effective S&OP (n=13) ■ Ineffective S&OP (n=16)

Chart categories and values:
- Team members openly challenge each other and put critical topics on the table. — Effective 92%, Ineffective 50%
- S&OP stakeholders are time-wise committed to this process, planning rules and agreed priorities. — Effective 77%, Ineffective 44%
- We expect high performance and hold each other personally accountable to meet objectives. — Effective 85%, Ineffective 50%
- We have a relentless focus on only what is important for long term business objectives. — Effective 62%, Ineffective 19%
- Our leadership team strongly believes and shows that employees are capable of growing the business. — Effective 92%, Ineffective 50%

Questions answered with Yes Source: S&OP mindset survey 2018

* Effective or Ineffective S&OP is self proclaimed by the survey participant

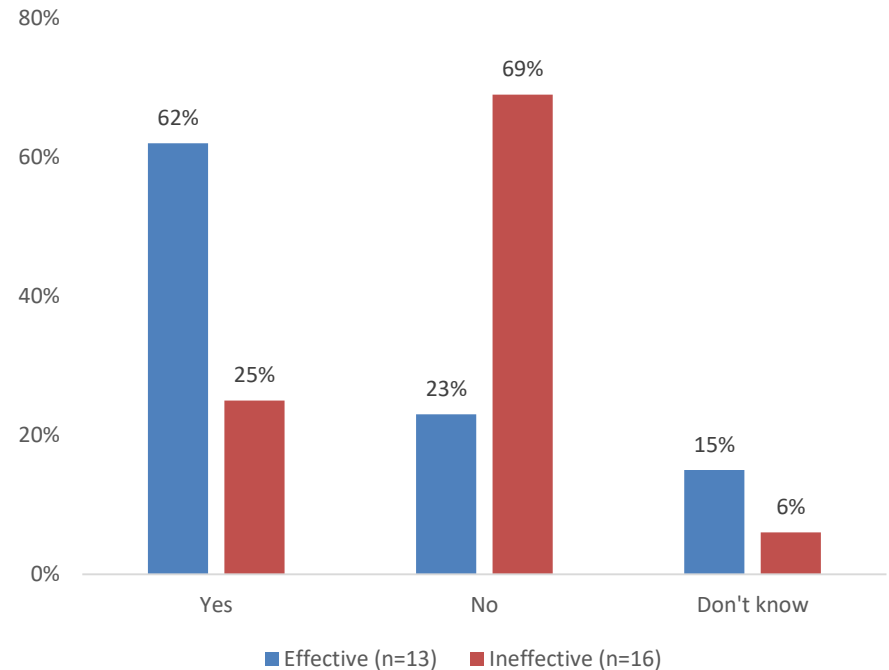# Mindset & behaviours are not addressed enough

29% of practitioners think that mindset & behaviours are addressed enough in their organisation

Question: *Do you think effective mindset and behaviours are addressed enough in your organisation? ? (n=52)*
Source: S&OP mindset survey 2018

62% of practitioners who score their S&OP as effective think their organisation addresses mindset

Question: *Do you think effective mindset and behaviours are addressed enough in your organisation?*
Source: S&OP mindset survey 2018

Survey Demographics

The 2018 S&OP mindset survey had a total of 55 participants

Job level

CEO/MD/Owner	4%
President/VP	8%
Director	29%
Senior Manager	37%
Manager	12%
Analyst	10%

Functional area

Procurement	2%
Supply Chain	73%
Logistics	6%
Operations	12%
Finance	2%
Marketing	4%

Company size

> 50,000 employees	4%
10,001 - 50,000 employees	15%
1,001 - 10,000 employees	35%
101 - 1,000 employees	31%
1 - 100 employees	16%

Industry

Industry	%
Agriculture	8%
Chemical	2%
Consulting	6%
Consumer Products	14%
Food, Beverage & Tobacco	22%
Manufacturing	16%
Pharmaceuticals	4%
Retail & Wholesale	14%
Technology	4%
Utilities	2%