



Digital S&OP – For Lean & Agile Supply Chains

Digital S&OP Value Addition

Advantages of a connected S&OP process

The Supply Chain Strategy Conundrum



To be Lean or To be Agile?
Lean & Agile

S&OP: Key Business Challenges

✓ **Competing Objectives between Marketing, Operations, Finance**

Focus → Department Objective↓	Customer Service	Production Efficiency	Inventory Investment
Marketing Increase Revenue	High	Low	High
Operations Reduce Mfg. Cost	Low	High	High
Finance Increase profit and cash flow; reduce investment	High	High	Low

S&OP: Key Business Challenges

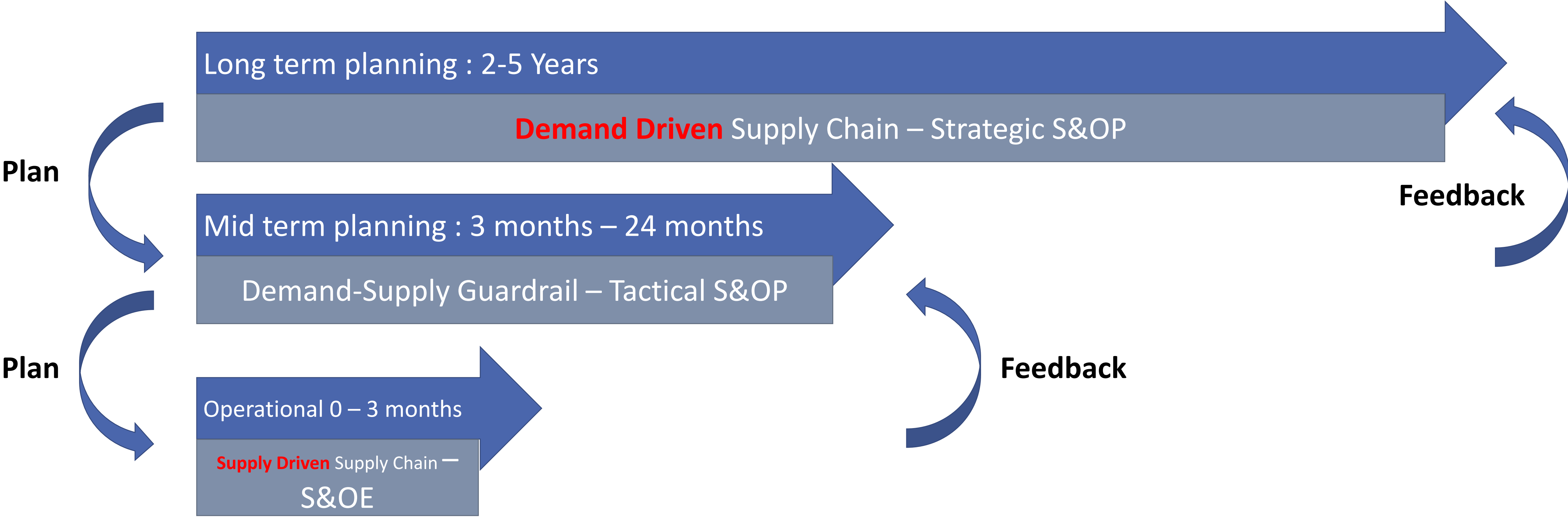
✓ **Omni-channel Experience Management**

- ✓ Retail continues to develop at an exceptional pace
- ✓ Customers have high expectations and little patience
- ✓ They want to take their own paths to purchase
- ✓ General supply chain visibility is required by business to coordinate across all channels
- ✓ Having visibility of all available channels allows selection of the most effective channels in special circumstances (Covid 19)

✓ **Integrated Supply Chain Visibility**

- ✓ Data and decision silos within the organization will not lead to a collaborated plan across the business

S&OP Strategy



Digital S&OP: The Solution

A Smart Digital S&OP/EPM solution helps in seamless integration of all stakeholders, business functions and decision-making processes.

Engaging multiple Stakeholders

- Customer
- Retailer
- Distributor
- Manufacturer
- Supplier

Enabling multiple Functions

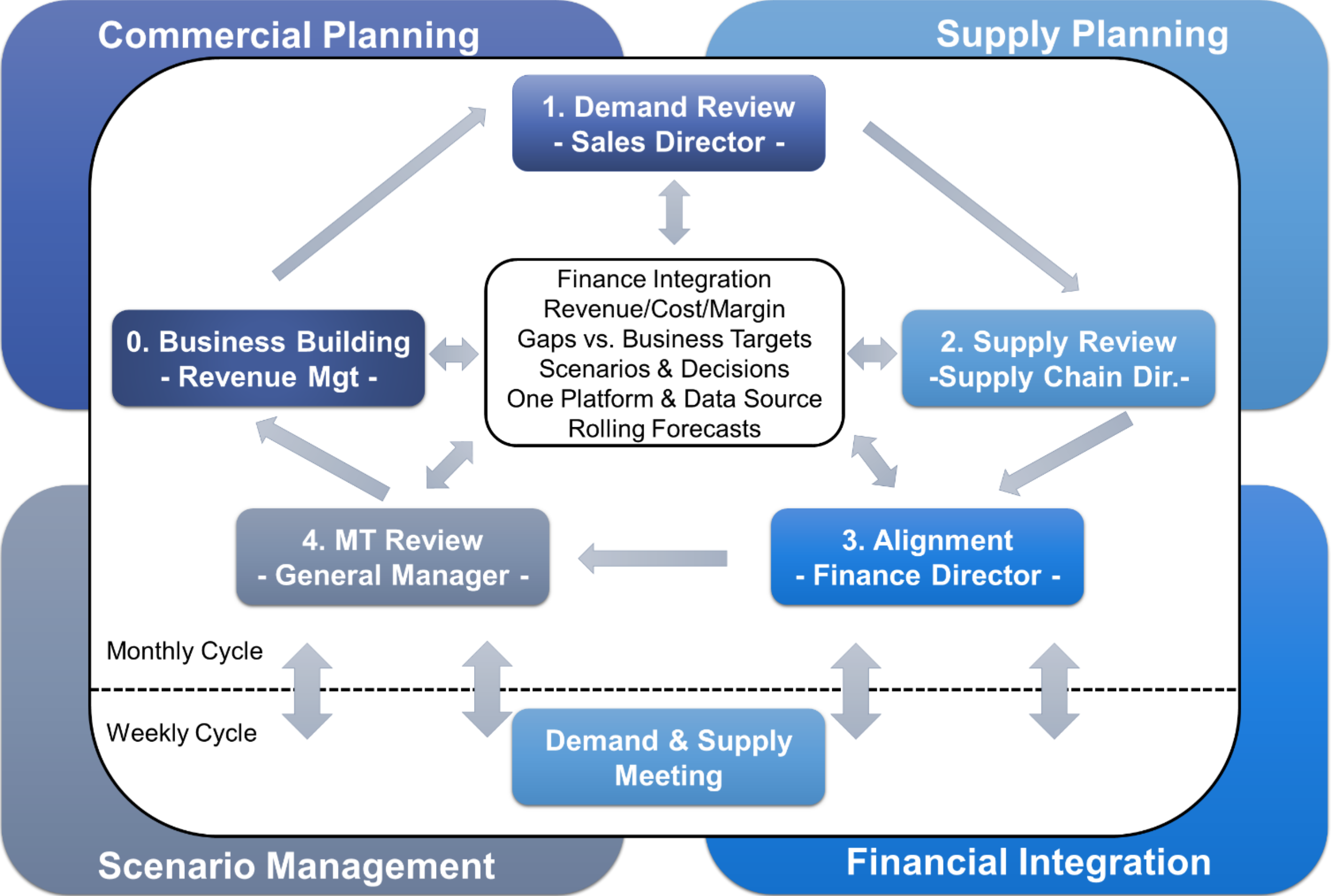
- Sales
- Supply Chain
- Production
- Finance
- IT
- HR

Aligning decision making Processes

- Simulate
- Plan
- Collaborate
- Measure
- Act



Digital S&OP : The Integrated System

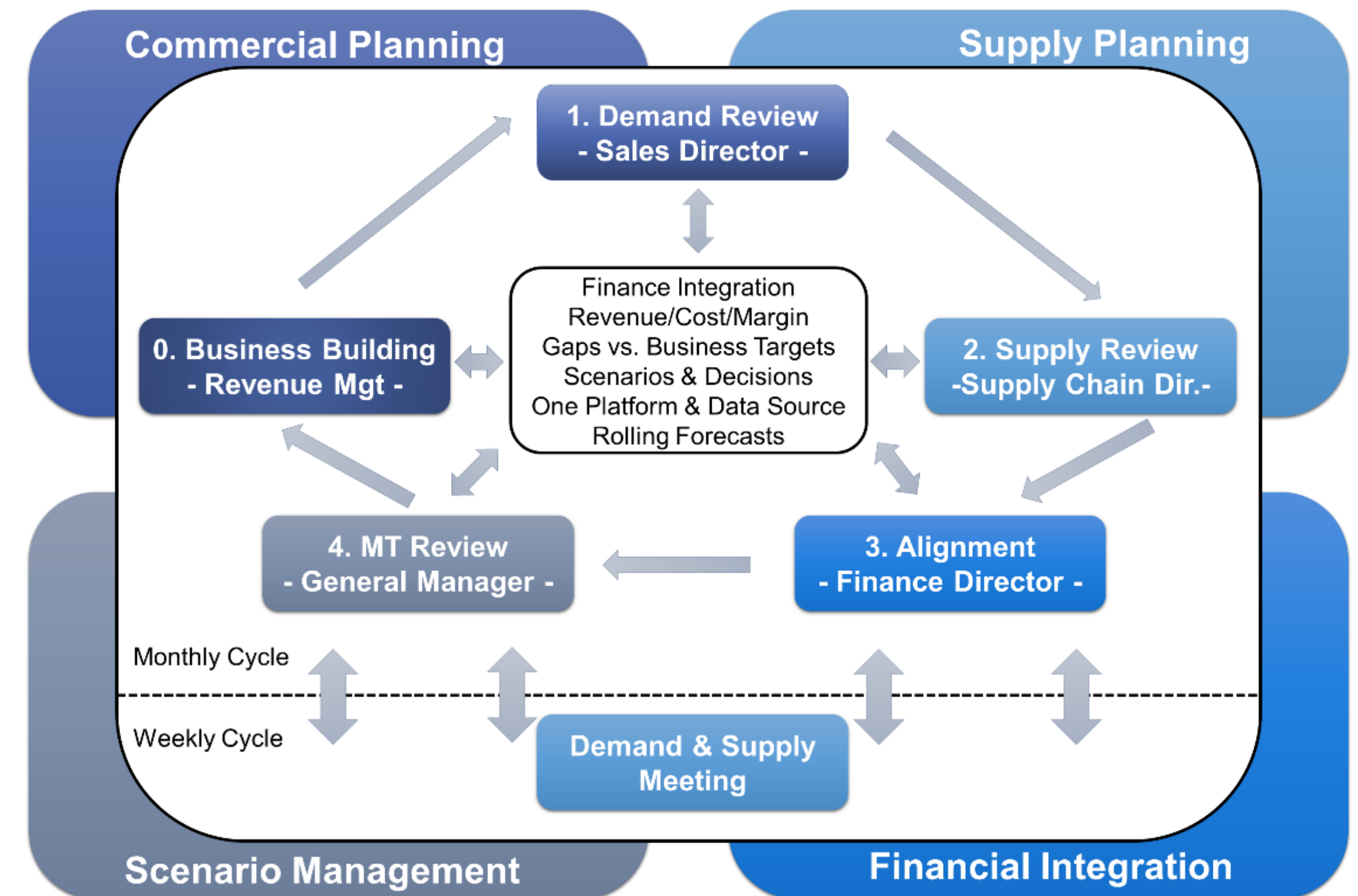


A Single Source of Truth (SSOT)

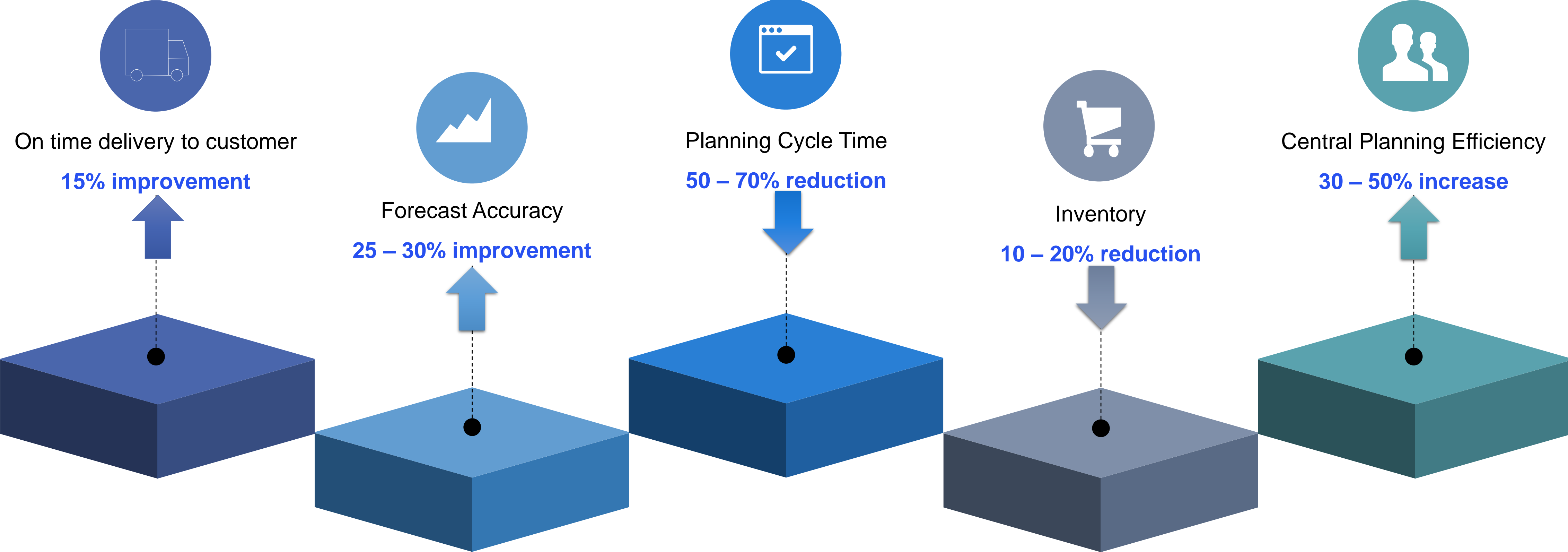
*Source: Secondary research: Lora Cecere

Digital S&OP : Business Values

- ✓ Engage business, sales, marketing & operations to collaborate on the entire process
- ✓ Integrate budgeting, forecasting, planning, reporting and analysis
- ✓ Connect strategic, tactical & operation planning to drive sustainable cost reduction, profitable growth, operational excellence, flexibility & agility
- ✓ Balance Supply and Demand
- ✓ Strategize using scenario management, margin optimization & financial integration
- ✓ Visualize & Monitor performance and exceptions
- ✓ Maintain and implement one integrated system & process to ensure significant cost reduction in IT



Digital S&OP : Key KPIs enhancement



Overall 15% lift in profit margin

Digital S&OP : Direct & Indirect benefits

Hard Benefits

✓ Customer Service

✓ Inventory Investments

✓ Obsolescence

✓ Freight/Expedite Costs

✓ Order Lead Times

✓ Supplier Lead Times

✓ Time to Launch New Products

✓ Plant Productivity

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Soft Benefits

✓ Enhanced Teamwork

✓ Better/Quicker Decisions with Less Effort

✓ Better/Quicker \$\$\$ Plans with Less Effort

✓ Greater Accountability

✓ Greater Control

✓ Window into the Future

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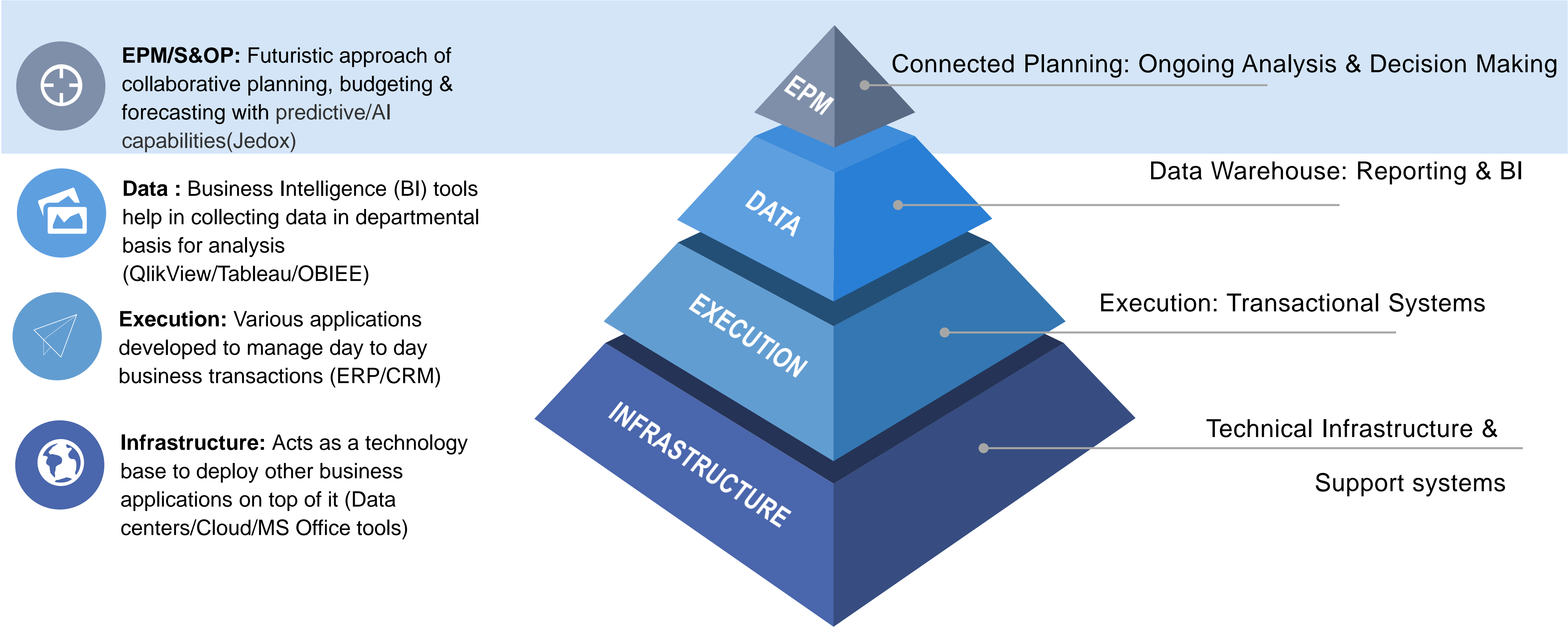
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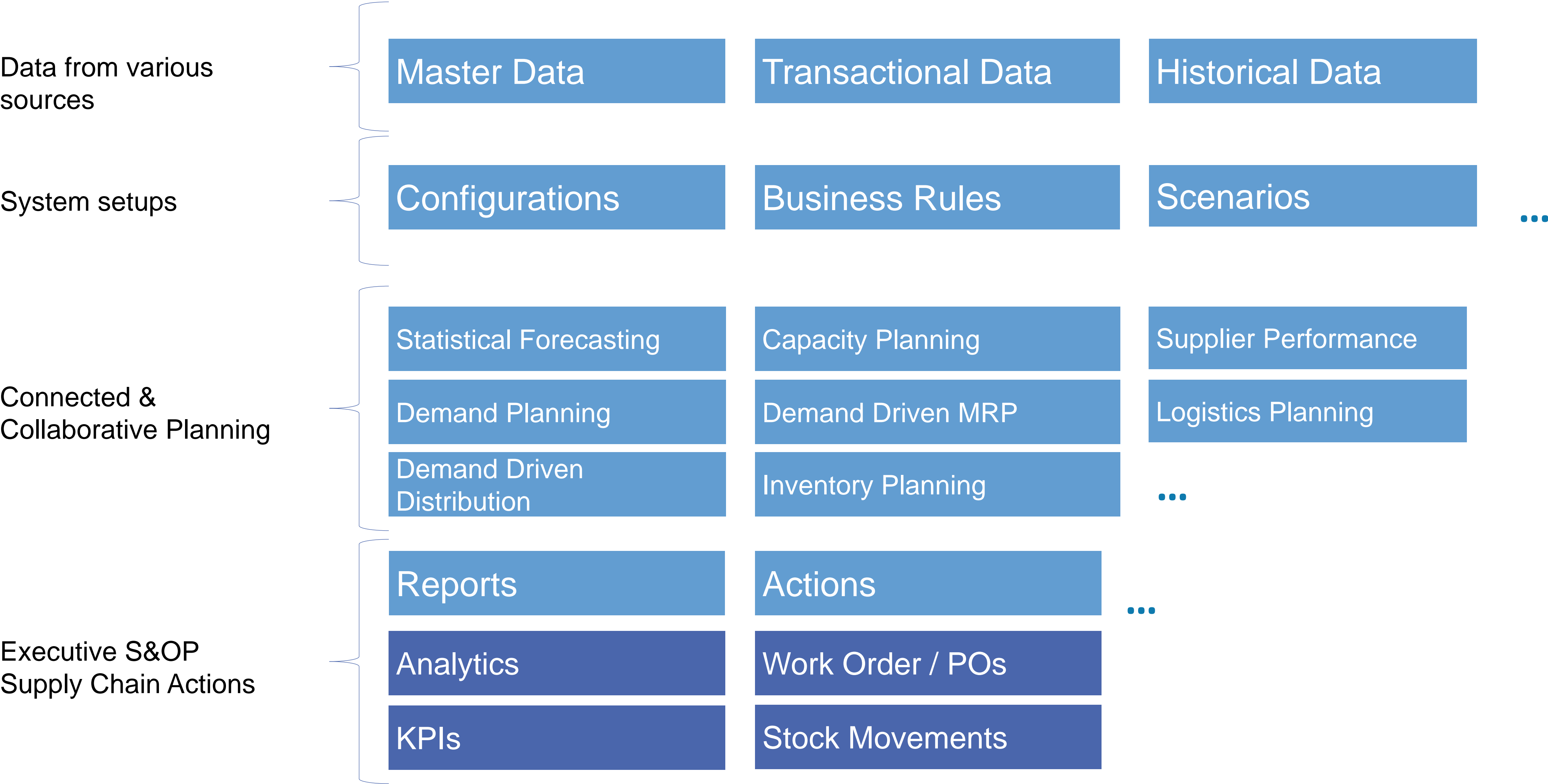
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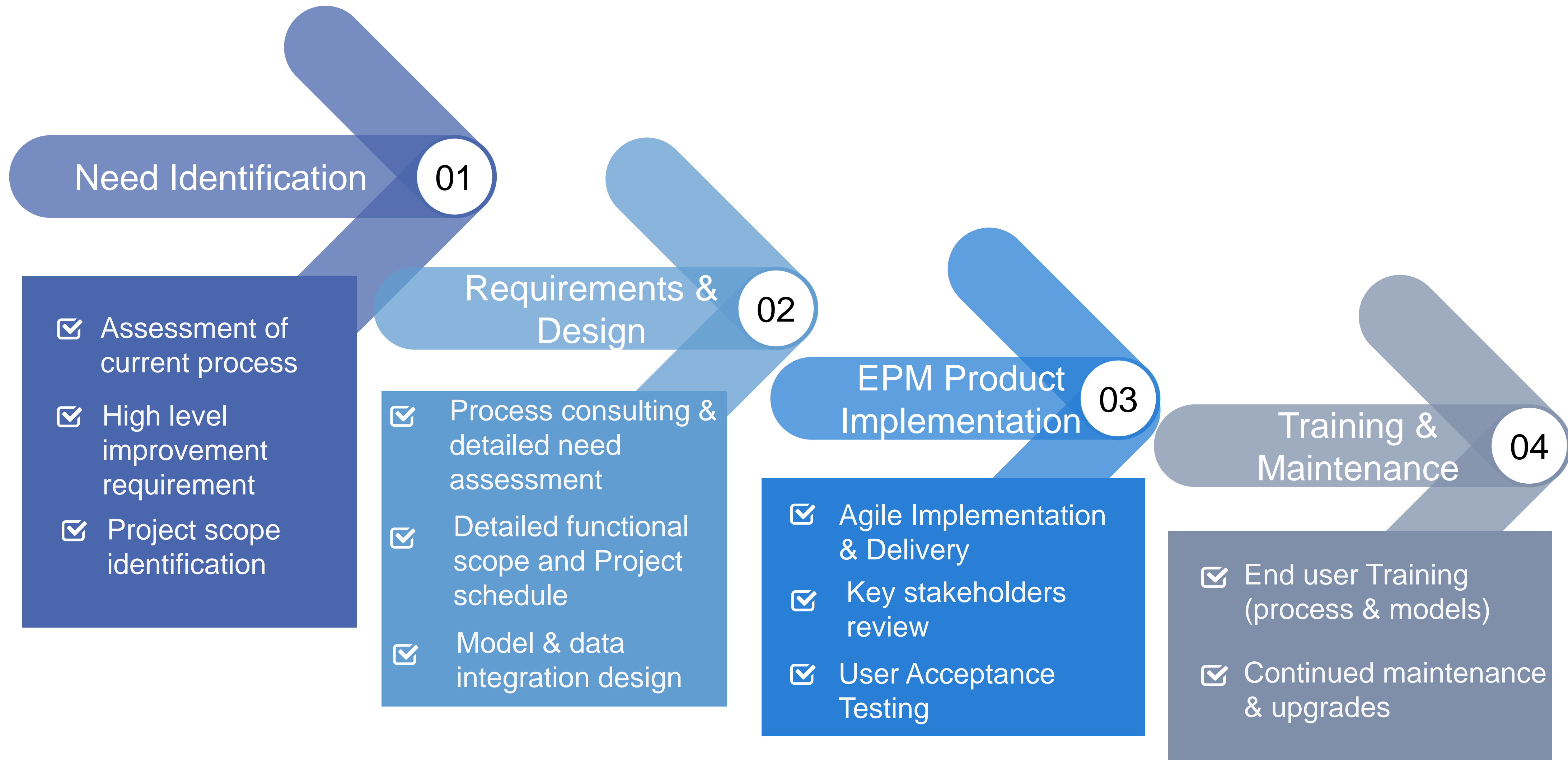
Digital S&OP - IT layout



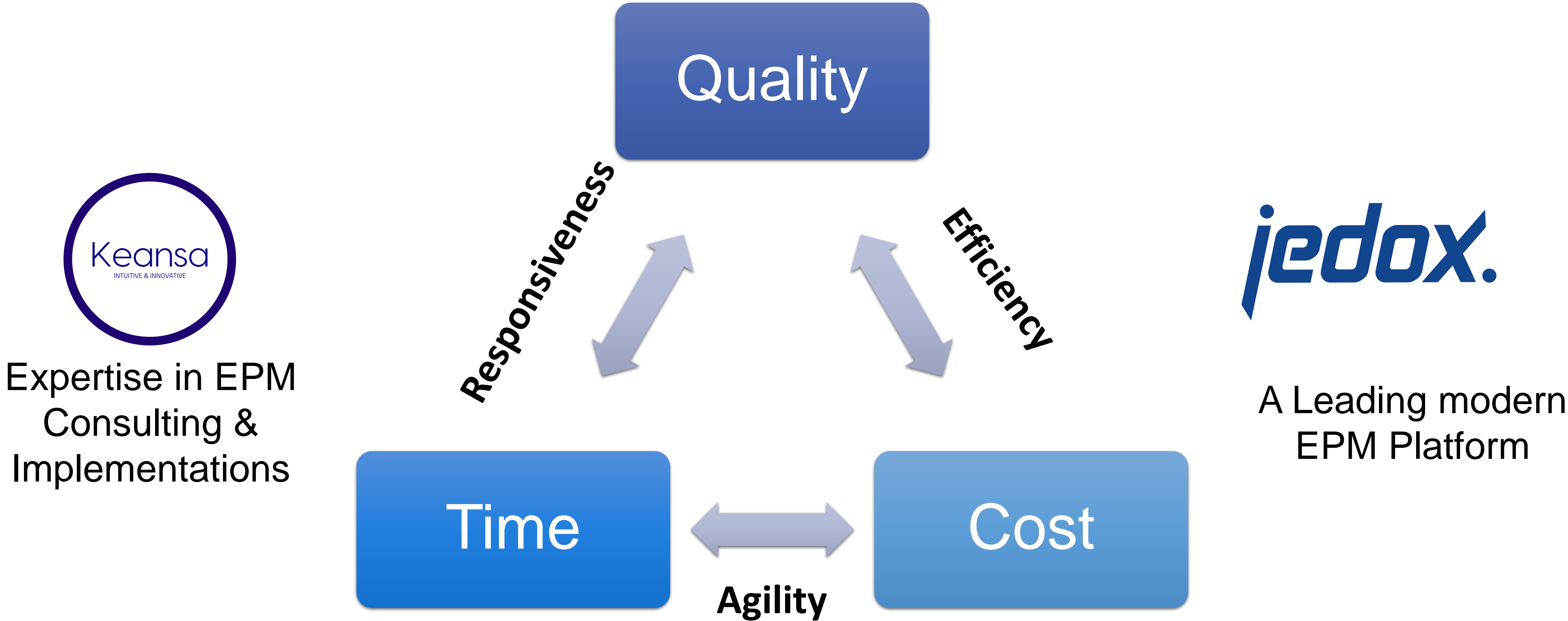
Digital S&OP: How it works?



Digital S&OP: Implementation Road Map



Digital S&OP: Success



Achieve best in class customer experience together

Digital S&OP : which level is your company?

Approach

Level 1 - Beginner

- ✓ S&OP Process not defined
- ✓ Ad hoc collaboration
- ✓ Sales Forecasting is shipment driven and judgement based
- ✓ Operational Plan connected with Business Plan
- ✓ S&OP Plan is not tracked

Level 2 - Intermediate

- ✓ S&OP process may be documented but is loosely followed
- ✓ Some Sales Forecasting process along with field inputs
- ✓ Top down planning
- ✓ Basic KPIs are measured and tracked between S&OP meets

Level 3 - Maturing

- ✓ Collaborative and disciplined S&OP process
- ✓ Consensus Demand Plan
- ✓ Structured Supply Review
- ✓ Top down and Bottom up plan reconciliations
- ✓ Units and \$ Plan

Level 4 – Best Practice

- ✓ Single S&OP plan drives all functions to collaborate
- ✓ Complex demand modeling
- ✓ Demand and Supply Plans are integrated with Financial Plan and KPIs are tracked
- ✓ Multiple Scenario Plans
- ✓ Continuous Plan Tracking

System

- ✓ Multiple and Disconnected Planning Models
- ✓ Islands of Analysis
- ✓ Data consistency is a challenge
- ✓ Role and Data Security is manually imposed

- ✓ Highly manual effort in collecting data from many systems and normalizing them for S&OP meetings
- ✓ Too many spreadsheets and disconnected plans
- ✓ S&OP roles are defined in the systems for access control

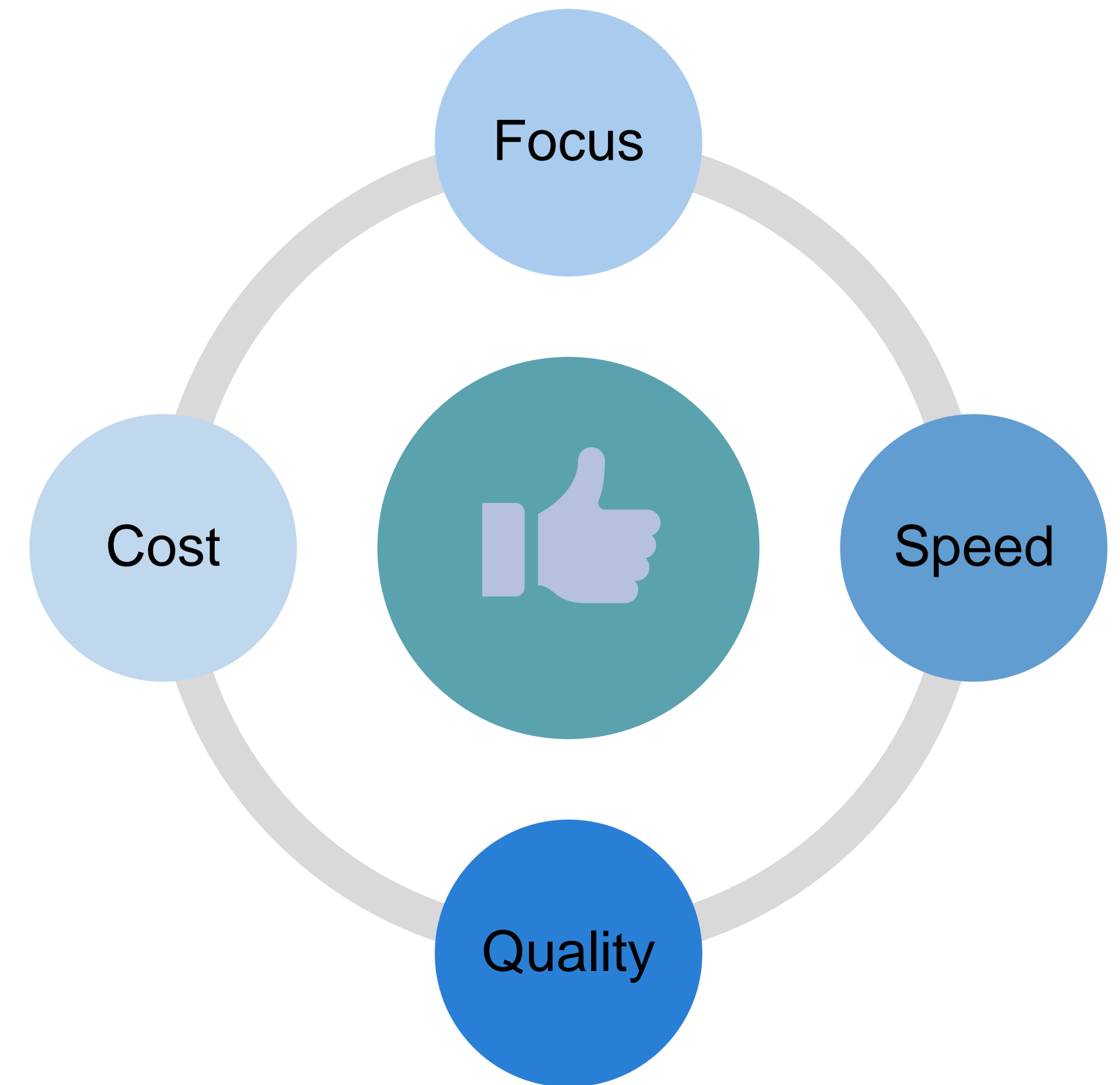
- ✓ Automation is used to extract, transform and load data to S&OP Models
- ✓ Data quality is consistent
- ✓ More focus on analysis and planning than data gathering
- ✓ Role based scenarios

- ✓ Single Enterprise Plan of Records with auditing
- ✓ Planning data exchange with Customers and Suppliers
- ✓ Early exceptions identification and alerting system
- ✓ Real Time and Personalized dashboards

| ABOUT KEANSA

Who we are

- **KEANSA** is a boutique consulting firm
- Exclusive focus on **S&OP/EPM** implementations
- Best-in-class **Finance & Supply Chain** resources with **collective** experience of more than **300 years**
- **10+** existing clients in USA, Netherlands & India
- Total – **44** resources – and growing
- Established **150%** YoY growth
- **Cost effective** delivery
- **Gold Partner** with Jedox, the leading modern EPM platform



Global Offices

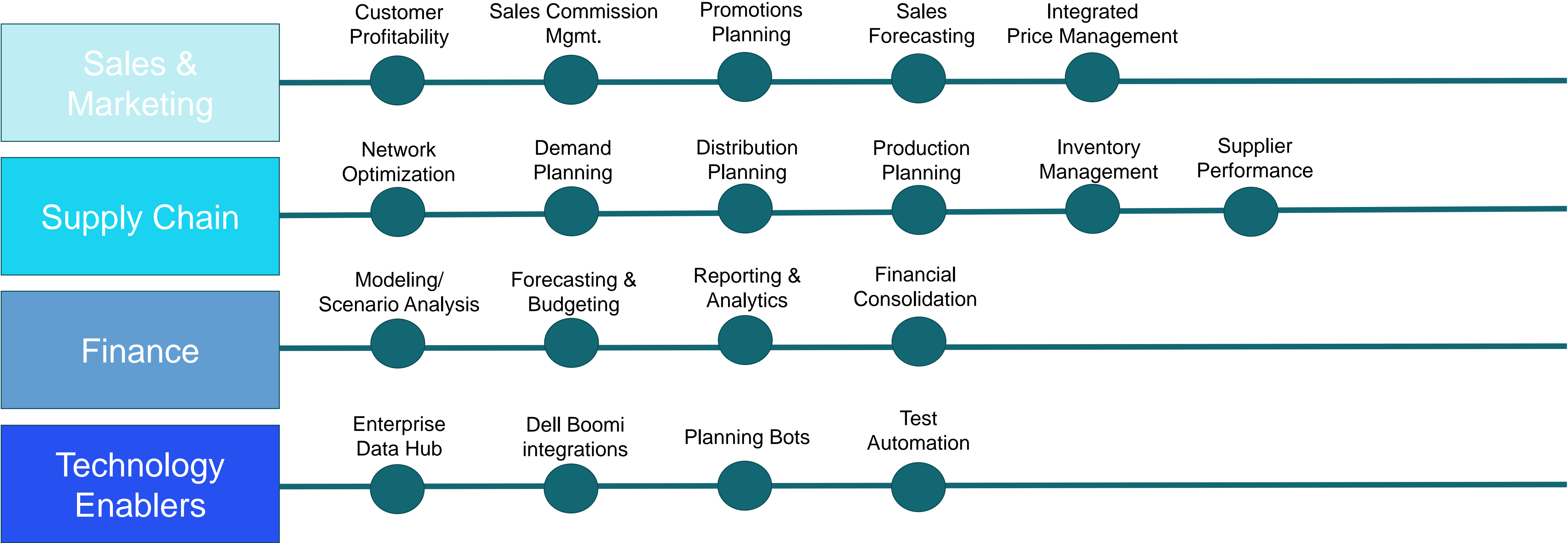
GLOBAL OFFSHORE DELIVERY
Delivery: Sarbajit Sen
Location: Hyderabad, India
Resources: 30

AMERICAS
Sales : Kiran Yellampalli, Erika Barber
Solutions: EPM (S&OP, FP&A, Supply Chain Performance Management)
Location: Canada
Resources: 2

EMEA
Sales: Ashok Marla
Solutions: EPM (S&OP, FP&A, SPM), BPM
Location: Amsterdam, Netherlands
Resources: 8

APAC
Sales: Srabani Bandyopadhyay
Solutions: EPM(S&OP, FP&A, SPM)
Location: Singapore
Resources: 4

Our domain expertise



Keansa: Unique strengths



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