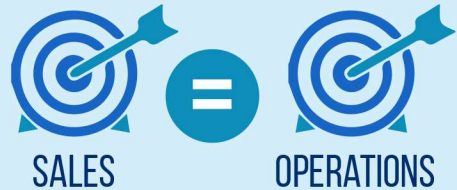


# EVOLUTION OF S&OP

The concept of S&OP has been around for over 30 years. Only recently has the promised benefit of aligning sales, marketing, and operations been fully realized. Where are you on this evolutionary journey?

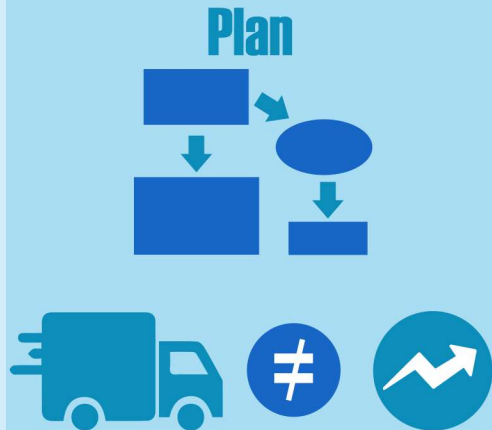
## LEVEL 1

The plan is implemented and supply begins to be matched to demand. But the needs of sales and operations are not well balanced



## LEVEL 2

An end to end vision is applied to the S&OP process and supply vs. demand begins to balance



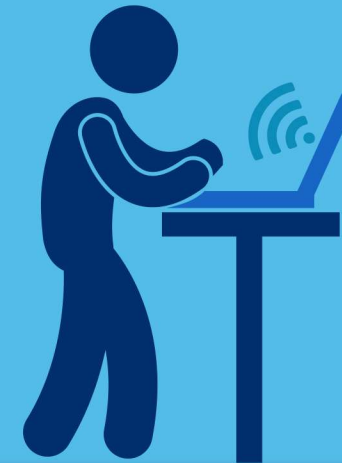
## LEVEL 3

There is a plan that aligns sales goals with marketing and operations resulting in a common vision - but a lack of capability to get to the destination.



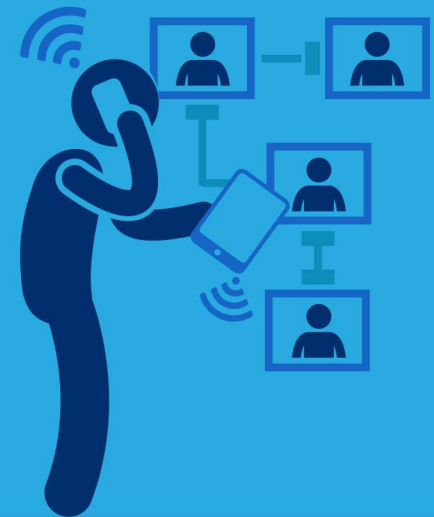
## LEVEL 4

Demand drives the S&OP process. Profitability begins to enter the picture as the drivers become more financial than inventory related



## LEVEL 5

The S&OP plan is market driven. Demand is viewed from both a buy and sales side. The working model is more circular than linear in nature.



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