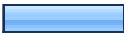





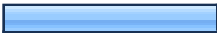







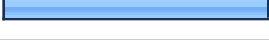
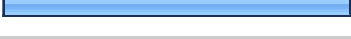


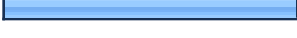

1. Do you currently use Sales and Operations Planning (S&OP) in your company?

		Response Percent	Response Count
Yes ... as a regular and formal business process.		17.6%	13
Yes ... but it's not quite what it should be.		37.8%	28
Sort of ... it's really hit or miss.		17.6%	13
No ... we've tried, but it didn't stick.		5.4%	4
No ... we don't know much about it.		21.6%	16
answered question			74
skipped question			0


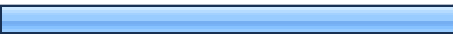





2. How long have you been using S&OP?

		Response Percent	Response Count
More than five years.		32.0%	16
Within the past five years.		32.0%	16
Recently ... within the past two years.		26.0%	13
Are just now starting.		10.0%	5
answered question			50
skipped question			24

3. Which are the expected/realized BUSINESS PERFORMANCE results from S&OP? (Select all that apply).

		Response Percent	Response Count
Higher inventory turns.		68.8%	33
Improved finished goods fill rate.		66.7%	32
Lower operating costs.		41.7%	20
Reduced overtime.		39.6%	19
A level production rate.		52.1%	25
Improved on-time shipment performance.		68.8%	33
Reduced past-due backlog.		64.6%	31
Shorter customer lead-times.		43.8%	21
Improved capacity/labor planning.		72.9%	35
	Other (please specify)		1
		answered question	48
		skipped question	26

4. Which are the expected/realized MANAGEMENT results from S&OP? (Select all that apply).

		Response Percent	Response Count
Improved cross-functional management communication.		87.2%	41
A one-plan process rather than many functional plans.		68.1%	32
A more fact-based management decision making process.		78.7%	37
Faster and more collaborative management decisions.		61.7%	29
Enhanced accountability for individual functional results.		46.8%	22
Behavior driven by more precise and meaningful performance metrics.		55.3%	26
A “handshake” between sales (demand) and manufacturing (supply).		63.8%	30
	Other (please specify)		1
		answered question	47
		skipped question	27





5. Do your TOP MANAGERS show up, actively participate, prepare, and lead by example in your S&OP process meetings and activities?

	Absolutely 100%	Reasonably Well	Sometimes	Doesn't Get It	Opposes S&OP	N/A	Response Count
President (CEO)	25.6% (11)	23.3% (10)	18.6% (8)	11.6% (5)	2.3% (1)	18.6% (8)	43
VP Sales	24.4% (11)	35.6% (16)	31.1% (14)	2.2% (1)	2.2% (1)	4.4% (2)	45
VP Operations (COO)	45.7% (21)	26.1% (12)	17.4% (8)	4.3% (2)	0.0% (0)	6.5% (3)	46
VP Engineering	17.8% (8)	20.0% (9)	11.1% (5)	4.4% (2)	0.0% (0)	46.7% (21)	45
VP Supply Chain	37.8% (17)	24.4% (11)	8.9% (4)	4.4% (2)	0.0% (0)	24.4% (11)	45
VP Mat'ls/Purch	22.7% (10)	22.7% (10)	18.2% (8)	2.3% (1)	0.0% (0)	34.1% (15)	44
VP Fin/Acct (CFO)	29.5% (13)	31.8% (14)	15.9% (7)	9.1% (4)	2.3% (1)	11.4% (5)	44
						answered question	47
						skipped question	27




6. Do your OPERATING MANAGERS show up, actively participate, prepare, and lead by example in your S&OP process meetings and activities?

	Absolutely 100%	Reasonably Well	Sometimes	Doesn't Get It	Opposes S&OP	N/A	Response Count
Materials Manager(s)	41.9% (18)	25.6% (11)	14.0% (6)	2.3% (1)	0.0% (0)	16.3% (7)	43
Sales Manager(s)	25.6% (11)	32.6% (14)	25.6% (11)	7.0% (3)	0.0% (0)	9.3% (4)	43
Plant Manager(s)	36.4% (16)	27.3% (12)	11.4% (5)	4.5% (2)	0.0% (0)	20.5% (9)	44
Purchasing Manager(s)	31.8% (14)	29.5% (13)	13.6% (6)	6.8% (3)	0.0% (0)	18.2% (8)	44
Engineering Manager(s)	14.3% (6)	19.0% (8)	16.7% (7)	4.8% (2)	0.0% (0)	45.2% (19)	42
HR Manager	7.0% (3)	4.7% (2)	9.3% (4)	27.9% (12)	0.0% (0)	51.2% (22)	43
S&OP Coordinator	61.9% (26)	9.5% (4)	0.0% (0)	2.4% (1)	0.0% (0)	26.2% (11)	42
answered question							44
skipped question							30





7. Which S&OP process elements do you have in place? (Select all that apply).

		Response Percent	Response Count
A published S&OP calendar that describes, on one page, who does what by when.		47.2%	17
Written and followed meeting agendas.		83.3%	30
Written instructions for each process step.		13.9%	5
Written instructions for how to mine and present S&OP data.		25.0%	9
	Other (please specify)		5
	answered question		36
	skipped question		38

8. Which is the basis for your S&OP process?

		Response Percent	Response Count
Units.		37.8%	17
Dollars.		8.9%	4
Units and Dollars.		53.3%	24
	Other (please specify)		1
	answered question		45
	skipped question		29





9. How often is your S&OP process formally conducted?

		Response Percent	Response Count
Weekly.		7.3%	3
Monthly.		75.6%	31
Quarterly.		12.2%	5
Annually.		4.9%	2
	Other (please specify)		6

answered question 41

skipped question 33

10. Which is the “group” basis for your S&OP process?

		Response Percent	Response Count
Group/family level (less than 5 groups).		16.7%	7
Group/family level (6-30 groups).		50.0%	21
Group/family level (more than 30 groups).		11.9%	5
SKU level.		21.4%	9
	Other (please specify)		1

answered question 42

skipped question 32





11. Which best describes your cycle of S&OP meetings?

		Response Percent	Response Count
All within the first five working days of the month.		14.6%	6
All within one week, but later than the first week of the month.		9.8%	4
Spread over the first two weeks of the month.		36.6%	15
Spread over more than two weeks of the month.		12.2%	5
The cycle basically requires the entire month to complete.		26.8%	11
		answered question	41
		skipped question	33






12. Your S&OP planning horizon goes how far into the future?

		Response Percent	Response Count
Primarily, just the current month.		0.0%	0
One month.		4.7%	2
Three months.		14.0%	6
Six months.		11.6%	5
Twelve months.		41.9%	18
More than twelve months.		27.9%	12
		answered question	43
		skipped question	31

13. Your S&OP “bucket size” is primarily:

		Response Percent	Response Count
Days.		2.3%	1
Weeks.		14.0%	6
Months.		76.7%	33
Quarters.		9.3%	4
Years.		0.0%	0
answered question			43
skipped question			31






14. Which tool do you use for sales forecasting?

		Response Percent	Response Count
Our ERP system has a fully integrated and functionally complete sales forecasting application.		4.8%	2
We have a “bolt-on” sales forecasting application that connects to our ERP system.		14.3%	6
We have a “bolt-on” sales forecasting application, but it is not connected to our ERP system.		11.9%	5
Sales forecasting is done primarily using Excel (or other similar tools).		66.7%	28
There is little structure to our sales forecasting data.		2.4%	1
answered question			42
skipped question			32





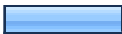
15. Which tool do you use for your S&OP document?

		Response Percent	Response Count
Our ERP system has a fully integrated and functionally complete S&OP application.		2.4%	1
We have a "bolt-on" S&OP application that connects to our ERP system.		2.4%	1
We have a "bolt-on" S&OP application, but it does not connect to our ERP system.		0.0%	0
The S&OP documents are Excel/PowerPoint based (or other similar tools), and are fed from data that comes from our ERP system in a fit-for-use condition.		33.3%	14
The S&OP documents are Excel/PowerPoint based (or other similar tools), and are fed from a variety of data sources that require much manipulation.		52.4%	22
There is little structure to our S&OP document.		9.5%	4
		answered question	42
		skipped question	32





16. In general, would you say your forecasting and S&OP tools:

		Response Percent	Response Count
Present data in an accurate and fit-for-use condition very efficiently.		9.8%	4
Present data in an accurate and fit-for-use condition, but it takes a lot of time and work to get it that way.		36.6%	15
Present data in a fit-for-use condition, but there is some "data trauma".		22.0%	9
Present data in an OK condition, and there is quite a bit of "data trauma".		22.0%	9
Our data is really in bad shape.		9.8%	4
		answered question	41
		skipped question	33







17. To what extent are you using an ERP system?

		Response Percent	Response Count
Our ERP system is fully integrated and functionally complete, and used to its full potential.		5.0%	2
Our ERP system is fully integrated and functionally complete, but is not used to its full potential.		37.5%	15
We have an ERP system, but only use it selectively.		10.0%	4
We have an ERP system, but rely heavily on spreadsheets and other "outside the system" applications.		30.0%	12
We do not have or use an ERP system at this time.		17.5%	7
		answered question	40
		skipped question	34







18. How would you describe the link of your S&OP tools and data to your ERP system?

		Response Percent	Response Count
Our S&OP system and ERP system are linked, and S&OP output flows seamlessly down through the ERP detail.		9.4%	3
We take the S&OP output and manually key data into the ERP system.		34.4%	11
Our S&OP document and ERP system are not linked in any way at all, but we try to ensure that detailed planning supports what is decided in the S&OP meeting.		43.8%	14
Aggregate level S&OP and ERP detail are completely disconnected and there is little chance that detailed planning supports S&OP planning.		12.5%	4
		answered question	32
		skipped question	42








19. In your experience with S&OP software, which describe your experience? (Select all that apply).

		Response Percent	Response Count
We found (or have) an ERP system that has a fully integrated and functionally complete S&OP application.		2.7%	1
We looked for an ERP system that has a fully integrated and functionally complete S&OP application, but could not find one.		8.1%	3
We found (or have) a "bolt on" S&OP application that suits our needs.		5.4%	2
We found (or have) a "bolt on" forecasting package that suits our needs, but is not a full S&OP package.		13.5%	5
We have not found any really good S&OP software at all.		16.2%	6
We haven't looked yet.		54.1%	20
	Other (please specify)		5
answered question			37
skipped question			37








20. Which do you think best describes the current state of the software industry in terms of supporting S&OP needs?

		Response Percent	Response Count
There are many well designed and functionally complete S&OP packages.		2.6%	1
There are a few well designed and functionally complete S&OP packages.		20.5%	8
The available S&OP packages are not functionally complete enough and just don't quite work properly.		12.8%	5
The available S&OP packages are weak at best and leave a lot to be desired.		10.3%	4
The software industry today just doesn't get it ... and there is a huge opportunity for any company that decides to provide a "right" S&OP software package.		15.4%	6
Don't know anything about S&OP software.		38.5%	15
answered question			39
skipped question			35







**21. Which do you feel are the biggest barriers to achieving/maintaining successful S&OP in your company?
(Select all that apply).**

		Response Percent	Response Count
Top management allows it to be an optional activity.		48.4%	15
Process players complain about not having time for S&OP.		32.3%	10
People don't show up for the meetings.		22.6%	7
The data is just too difficult to get in a timely fit-for-use condition.		35.5%	11
The "old system" is still being used, so people don't see the need for S&OP.		32.3%	10
Process players complain about having too many meetings.		19.4%	6
We really don't have any barriers.		12.9%	4
	Other (please specify)		10
		answered question	31
		skipped question	43







22. In terms of MANAGEMENT, which do you feel are the biggest opportunities for helping S&OP succeed in your company? (Select all that apply).

		Response Percent	Response Count
Getting/keeping top management on board.		61.1%	22
Having the company president set the expectation that S&OP is NOT optional.		38.9%	14
Creating a one-page company calendar that specifies the players, dates, and times for all S&OP process steps for the next 12 months.		36.1%	13
All players showing up on time and prepared for the S&OP meetings.		36.1%	13
Agreeing that S&OP is the "one-plan" process.		72.2%	26
Assigning a designated S&OP Coordinator.		33.3%	12
Educating and training all S&OP process players.		47.2%	17
	Other (please specify)		3
answered question			36
skipped question			38










23. In terms of DATA and INFORMATION, which to you feel present the biggest opportunities for helping S&OP succeed in your company? (Select all that apply).

		Response Percent	Response Count
Having an accurate and well formatted S&OP document.		64.7%	22
Engineering data elements more properly in the ERP system to facilitate getting information in a fit-for-use condition.		47.1%	16
Getting a new ERP system.		11.8%	4
Getting a new forecasting system.		26.5%	9
Getting a new S&OP software package.		23.5%	8
Improving everyone's spreadsheet skills.		5.9%	2
	Other (please specify)		5
answered question			34
skipped question			40





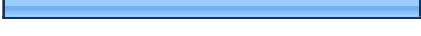


24. When would you say S&OP is in your company's plans?

		Response Percent	Response Count
We are starting now.		22.2%	4
Within one year.		5.6%	1
It's one to five years away.		27.8%	5
No timeframe - but we have discussed it.		16.7%	3
No timeframe - S&OP hasn't even been discussed.		22.2%	4
No timeframe - Not likely that it will ever happen.		5.6%	1
		answered question	18
		skipped question	56




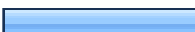

25. If you pursued S&OP, which BUSINESS PERFORMANCE results would you be expecting? (Select all that apply).

		Response Percent	Response Count
Higher inventory turns.		72.2%	13
Improved finished goods fill rate.		38.9%	7
Lower operating costs.		66.7%	12
Reduced overtime.		44.4%	8
A level production rate.		33.3%	6
Improved on-time shipment performance.		55.6%	10
Reduced past-due backlog.		27.8%	5
Shorter customer delivery times.		38.9%	7
Improved capacity/labor planning.		72.2%	13
	Other (please specify)		5
		answered question	18
		skipped question	56

26. If you pursued S&OP, which MANAGEMENT results would you be expecting? (Select all that apply).

		Response Percent	Response Count
Improved cross-functional management communication.		87.5%	14
A one-plan process rather than many functional plans.		62.5%	10
A more fact-based management decision making process.		68.8%	11
Faster and more collaborative management decisions.		93.8%	15
Enhanced accountability for individual functional results.		62.5%	10
Behavior driven by more precise and meaningful performance metrics.		68.8%	11
A “handshake” between sales (demand) and manufacturing (supply).		56.3%	9
	Other (please specify)		1
		answered question	16
		skipped question	58

27. In your experience with S&OP software, which describe your experience? (Select all that apply).

		Response Percent	Response Count
We found (or have) an ERP system that has a fully integrated and functionally complete S&OP application.		7.1%	1
We looked for an ERP system that has a fully integrated and functionally complete S&OP application, but could not find one.		7.1%	1
We found (or have) a “bolt on” S&OP application that suits our needs.		0.0%	0
We found (or have) a “bolt on” forecasting package that suits our needs, but is not a full S&OP package.		7.1%	1
We have not found any really good S&OP software at all.		28.6%	4
We haven't looked yet.		64.3%	9
	Other (please specify)		4
answered question			14
skipped question			60




28. How large is your company in terms of annual sales?

		Response Percent	Response Count
Over \$1 Billion.		18.5%	10
Between \$200 Million and \$1 Billion.		27.8%	15
Between \$50 Million and \$200 Million.		31.5%	17
Less than \$50 Million.		22.2%	12
		answered question	54
		skipped question	20

29. How large is your company in terms of locations?

		Response Percent	Response Count
One USA location.		32.1%	17
Multiple USA locations.		28.3%	15
Multiple USA and International Locations.		39.6%	21
		answered question	53
		skipped question	21

30. Which best describes your company?

		Response Percent	Response Count
Manufacturer only.		50.9%	27
Manufacturer and distributor.		41.5%	22
Distributor only.		7.5%	4
		answered question	53
		skipped question	21