# S&OP Survey - ©2011 J. E. Boyer Company, Inc.

SurveyMonkey

## 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 that 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** |