Chapter Outline

# Chapter 17: Sales and Operations Planning

***See pages 600-638.***

Operations Profile: Black Friday Shopping in the United States Slips Into the Thanksgiving Holiday

The Basics of Sales and Operations Planning

Benefits of Sales and Operations Planning

Sales and Operations Plan: Inputs and Outputs

Framework of the Sales and Operations Planning Process

Data Gathering

Demand Planning

Operations Profile: Problems in Predicting and Planning for Demand: The Pharmaceutical Industry

Supply Planning

Financial Planning

Pre-S&OP Meeting

Executive S&OP Meeting

Top-Down Versus Bottom-Up: How Should S&OP Planning Proceed?

Options for Influencing Demand and Supply In Sales and Operations Planning

Options to Influence Demand

Options to Influence Supply

Sales and Operations Planning Strategies

Level Strategy

Chase Strategy

Mixed Strategy

Choosing a Strategy

Methods for Sales and Operations Planning

Developing a Sales and Operations Plan: Trial-and-Error Method

Sales and Operations Planning for Supply Chains

Global Sales and Operations Planning

Consider This 17.1: Global Sales and Operations Planning: The World Has Changed

Benefits of Global S&OP

Sales and Operations Planning in Service Industries

Sustainable S&OP: Sales Carbon Operations Planning (SCOP)

Additional Features and Functions of SCOP

Benefits of SCOP

Ethical Issues

Operations Profile: Sustainable S&OP: Matching Up Industries to Save Energy

Chapter Summary

Key Terms

Discussion and Review Questions

Solved Problem

Problems

Case Study 17.1: Coordinating Sales and Operations Planning for the Next Big Thing: The Case of the Sony PS4 Launch

Video Case

Critical Thinking Exercises