

2. Resource readiness

Recognition phase

For a full overview of the tools see:

Stentoft, J., Freytag, P. V. & Mikkelsen, O. S. (2019), *Improved Competitiveness through Implementation of Sales & Operations Planning*, Department of Entrepreneurship and Relationship Management, University of Southern Denmark.

Purpose, participants and application

- **Purpose**

- To secure that there, from a resource perspective, is a readiness to start up a Sales & Operations Planning (S&OP) project.
- Identity possible barriers.

- **Participants**

- Top management, relevant middle managers, and key-employees corresponding to a possible S&OP project.

- **Application**

- In the recognition phase.



Approach

- Relevant employees make a judgment about the resource readiness based on a number of listed statements (see the table on the next slide).
- Resource readiness is divided into:
 - Employee (internal and external (E))
 - Finance (F)
 - Systems and data (S&D)
- The areas can be prioritized and facts about the statements can be gathered in order to develop an action plan if improvements are necessary.



Resource readiness

Mark with a X, where 1 is "to a very low degree" and 5 is "to a very high degree"	1	2	3	4	5
1. The required organizational resources are available for the S&OP project (E).					
2. There is a willingness to include external consultants if necessary to secure progress and quality (E).					
3. There are the required financial resources allocated to carry out the S&OP project (F).					
4. The right foundation for the S&OP project is in place (process understanding of the order flow, master data, product and bill-of-material structure, etc.) (S&D).					
5. Systems (manually and electronically) are available to support the S&OP process (S&D).					
Overall score:					

Data processing

- Areas with scores on 4 or 5 are satisfying.
- Areas that obtain a score on 3 should get some consideration.
- Areas with scores on 1 or 2 should get special consideration – is it something that needs to be improved before starting a S&OP project?



Scores

- Overall scores between 1-8 indicate a lack of resource readiness.
- Overall scores between 9-16 indicate some resource readiness.
- Overall scores between 17-25 indicate high resource readiness.



Comments

- The different questions and their number can be adjusted to the actual situation.
- Point intervals are indications.
- The approach contains some uncertainty because it rests on personal judgments. Spend therefore time to clarify a score.

