

Posicionamento do S&OPna estrutura, estratégia e nos resultados da sua organização

Luís Daniel Montagner Head of Pest Elimination





### Quem eu sou?



**Areas Funcionais** 

### **Principais Cursos** Lead Auditor – certified by IRCA Lean Manufacturing Sensei – certified by PPG Six Sigma – Green Belt – certified by Unicamp/PPG Six Sigma – Black Belt – certified by ASQ TPM engineer – Certified by Ecolab/ EFESO Plant Manager certified by Ecolab

#### Escolaridade

- ✓ MBA: Gestão Estratégica de Negócios
- ✓ Post Graduação: Gestão empresarial
- Bacharelado em Administração de Empresas
- ✓ Técnico em Eletro eletrônica













#### **Experiências Profissionais**

- ✓ 1.8 a Estagiário a Analista de Qualidade
- 5 a Consultor Jr. A Gerente de projetos
- 3 a Coord. Qualidade a Gerente de Qualidade, Processos e LSS para AS
- ✓ 1 a Gerente Industrial (sócio)
- 5 a Gerente de Qualidade e Melhoria contínua para America Latina
- 9,3 a Ger.Lean para LA., Plant Mgr. e Diretor de Ops & Supply Chain BR
- 2 a Diretor da Divisão de Controle de Pragas







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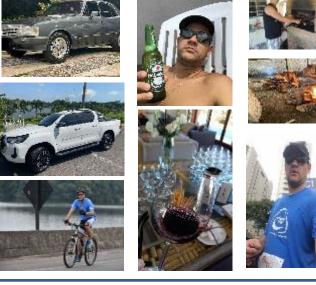
#### Acumular conhecimento de Negócios

#### **Hobbies**

#### Apaixonado:

- ✓ Carros
- ✓ Corrida
- Bike
- Vinho
- ✓ Cerveja
- ✓ Churrasco





# Reflexões

"SISTEMAS NATURAIS SÃO DINÂMICOS, COMPLEXOS, ADAPTATIVOS E IMPREVISÍVEIS"

"NÃO É O CONTEXTO QUE GERA ANSIEDADE, MAS SIM A INDISCIPLINA E A NEGLIGÊNCIA"

"O CAOS, SEMPRE FEZ PARTE DA REALIDADE"



"Você não pode controlar tudo — Wong — Strange"

"A VIDA EM SUA ESSÊNCIA TEM CARACTERÍSTICA CAÓTICA"

"O ANSIOSO TENTA CONTROLAR O INCONTROLÁVEL"

"TUDO QUE É VOLÁTIL, TORNA-SE INCERTO"

# S&OP – Alinhamento dos conceitos

Cria um consenso baseado no plano de negócios permitindo a melhor gestão dos custos e inventários enquanto significativamente melhoramos os níveis de serviço

Coordena diferentes areas para atender a demanda do cliente com o nível mais adequado de Abastecimento. É um processo de gerenciamento mensal que junta forças para gerar um único plano de produção e abastecimento.

O principal objetivo de longo prazo é alinhar a estratégia futura com a "capabilidade" funcional.

- Processo é multifuncional;
- Deve ser orientado a decisões;
- Focado nos objetivos da empresa.

Lucratividade e Rentabilidade

# **S&OP – Playbook Padrão**



Step 4

### **EXECUTIVE S&OP MEETING**

Resolve all escalated issues, align on final plan Make decisions on big-impact risks, strategic initiatives

KPI: DIFOT, FA&BIAS, INVENTORY HEALTH, SCHEDULE ADHERENCE, E&O







### **SUPPLY REVIEW**

**Balance Demand & Supply** 

• Evaluate constrained supply plan



- Provide options to address demand & supply gaps
- Evaluate financial impact of supply constraints (if any)

KPI: DIFOT, CASE FILL, PSA, INVENTORY HEALTH





### **DEMAND REVIEW**

Align on Consensus Demand Plan

- Provide financial sales forecasts
- Align volume with revenue plan
- Provide supporting data

KPI: DIFOT, FA&BIAS, E&O





#### Step 1

#### PRODUCT REVIEW

Update Demand Plan for New and Phase-out SKUs

- Provide supporting data
- Provide SKU optimization plans
  - Provide product development plan

**KPI: DIFOT, FA&BIAS** 













## **S&OP Process Design**

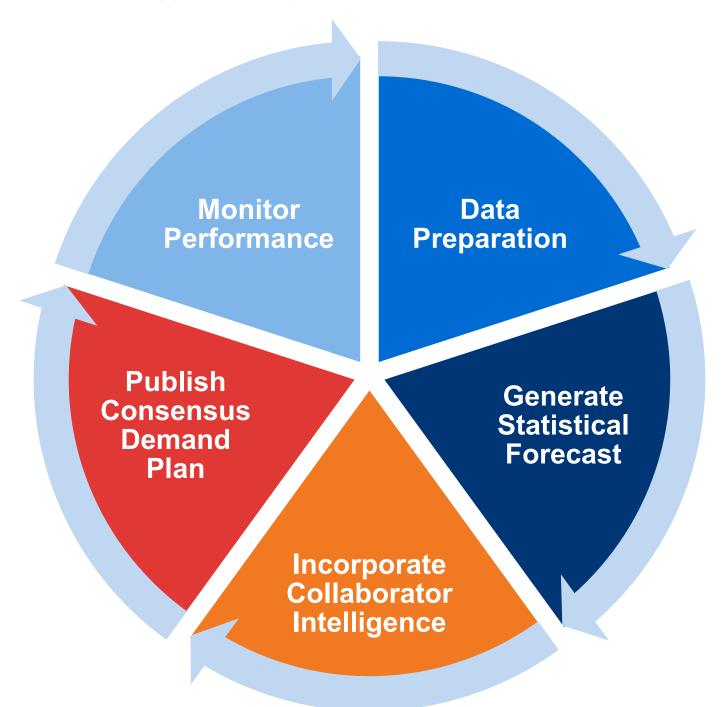
Monthly process: continuous management of change

**Decision Making Preparation** Future period review WD 7-9 **Demand Review** WD 14-15 Supply Review WD 19-20 Executive S&OP WD 3-6 Work sessions WD 1-2: Pre Work **Meeting** Main KPIs review; Demand cleansing: Beginning Demand collaboration process Consensus changes from previous Forecast peak timming Decisions on unresolved focused on exceptions: validation (volume and plan) dummy demand demand/supply US\$): Loss tree analysis, root Inventory (actuals, scenarios; Superssesions, key forecast, target - USD and cause identification and Explain proposed Decisions on Statistical Forecast and actions: DOH) special customers, risks/opportunities Commercial overrides Consensus adoption; Suppliers constraints, if potfolio perspectives; New wins / Lost Accounts overview: management; Sign off from Executives Production by SKU New/lost/trials; (Kgs) validation; strategy Work sessions (targets, OEE, production Phase in/out; New product introduction decisions; Plant stop, customer and Phase out plan SKUs material generation. E&O commitment plan. E&O P&L impact stock level, competitors' (Kgs) E&O analysis activity etc. **Support from Sales Support from Sales Support from Sales** I ✓ SBU senior leadership + Market √ Sales team ✓ Senior SBU leadership head participation; engagement/collaboration; participation; ✓ Decision making focus; Decision making focus; ✓ Business intelligence ✓ Team engagement/challenge ✓ Unbiased fcst evaluation; aggregation; approach ✓ Calendar adherence ✓ Calendar adherence ✓ . Calendar adherence



# DEMAND PLANNING CYCLE

Technology is a key enabler to the success of our Demand Planning process.



#### **DATA PREPARATION**

Automated, frequent data feeds to support statistical modeling and related business analysis

### **GENERATE STATISTICAL FORECAST**

Self-improving automated statistical models that predict demand at required levels of granularity

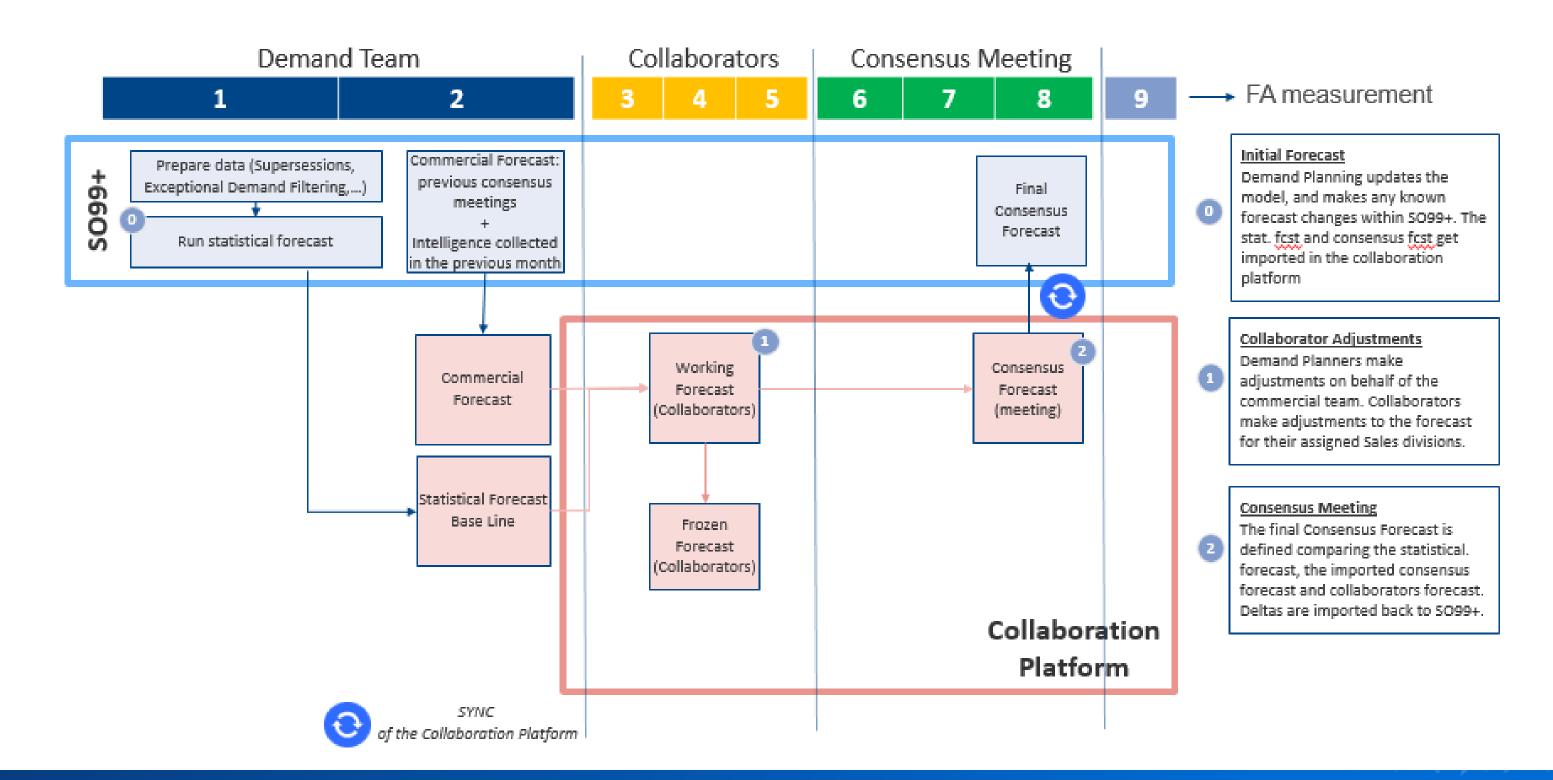
#### **INCORPORATE COLLABORATOR INTELLIGENCE**

Ability to incorporate intelligence at various levels of product, geography, and customer attributes.

### **MONITOR PERFORMANCE**

Various capabilities to identify and potentially auto-correct, poorly performing forecasts

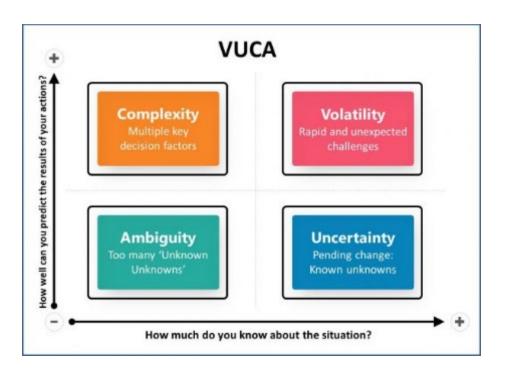
### Calendário de Ciclo da Demanda – Dentro da Ferramenta





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# Evolução dos Tempos...



#### O QUE SIGNIFICA MUNDO BANI?







## ERA DO CAOS ???

Calma

A uto conhecimento

Ouvir

Simplicidade



Nonlinear

Não Linear



# WHAT MATTERS TO YOU!

