

Supply Chain Management: Driving Strategic Advantage
Managing Dynamics & Innovating the Future
Massachusetts Institute of Technology
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THE SALES & OPERATIONS PLANNING SPECTRUM

Noel Watson PhD, OPS MEND

Traditional S&OP

- Initiated in the late 80s and 90s
- Goal: *synchronize basic demand planning with master planning*
 - Information sharing between sales and operations
 - Sometimes only one way from sales
- Challenges
 - Limited in cross-functional participation and so addressing functional biases
 - Not proactive in utilizing all operating levers available to the organization to manage supply chain and plan for the organization
 - Indirect or little focus on organizational sustainability, e.g., profits, revenues, aggregate operating metrics, etc.

Noel Watson PhD, OPS MEND

- Noel Watson is founder of OPS MEND, a research consulting firm focused on supply chain operations strategy for organizations in the private and public sectors. The firm works with organizations to create and execute tailored research programs focused on either their novel supply chain issues or novel supply chain solutions for their vexing supply chain issues. Dr. Watson's general research interests over the past 12 years have been the organizational/ behavioral and operational issues surrounding effective supply chain forecasting and planning across and within firms.
- Prior to founding OPS MEND, Dr. Noel Watson had research appointments at Harvard Business School, Massachusetts Institute of Technology and Zaragoza Logistics Center, Spain host of the MIT Zaragoza International Logistics Program.
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