

OPERATIONS & SUPPLY CHAIN | COURSE BROCHURE

Demand Planning and Sales and Operations Planning (S&OP)

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Sales and operations planning aligns demand, supply and financial plans to support profitable growth. This course covers demand forecasting methods, forecast accuracy, collaborative demand planning, supply planning, the monthly S&OP cycle, integrated business planning and process implementation.

Disconnected sales, operations and finance plans cause stockouts, excess inventory and missed targets. This course helps you build an effective S&OP process.

Professional Problems This Course Is Designed to Solve

- Difficulty translating subject knowledge into practical workplace decisions.
- Inconsistent approaches to the activities covered in the course outline.
- Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses forecasting exercises, S&OP simulations, case studies and process design workshops.

Course objectives

By the end of this course, participants will be able to:

- Apply statistical and judgemental forecasting methods
- Measure and improve forecast accuracy
- Run collaborative demand reviews
- Balance demand and supply plans
- Design and run a monthly S&OP process
- Integrate financial planning and executive decision-making

Target audience

This course is suitable for:

- Demand and supply planners
- Supply chain managers
- Sales and marketing managers
- Finance business partners
- Operations managers



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Target competencies

Participants will develop competencies in:

- Demand forecasting
- Forecast accuracy
- Supply planning
- S&OP process
- Scenario planning
- Cross-functional alignment

Course outline

Day 1: Planning Foundations

09:00–09:54	Role of demand planning
09:54–10:48	Planning horizons
10:48–11:00	S&OP overview
11:00–11:30	**Coffee break**
11:30–12:12	S&OP overview (continued)
12:12–13:06	Planning maturity
13:06–14:00	Exercise: Planning assessment

Day 2: Demand Forecasting

09:00–09:54	Statistical methods
09:54–10:48	Market intelligence
10:48–11:00	Forecast accuracy and bias
11:00–11:30	**Coffee break**
11:30–12:12	Forecast accuracy and bias (continued)
12:12–13:06	Demand sensing
13:06–14:00	Lab: Forecasting exercise



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Day 3: Supply Planning

09:00–09:54	Capacity planning
09:54–10:48	Inventory policies
10:48–11:00	Supplier constraints
11:00–11:30	**Coffee break**
11:30–12:12	Supplier constraints (continued)
12:12–13:06	Supply scenarios
13:06–14:00	Exercise: Supply plan

Day 4: The S&OP Cycle

09:00–09:54	Product review
09:54–10:48	Demand and supply reviews
10:48–11:00	Pre-S&OP and executive meetings
11:00–11:30	**Coffee break**
11:30–12:12	Pre-S&OP and executive meetings (continued)
12:12–13:06	Decision-making
13:06–14:00	Simulation: S&OP meeting

Day 5: Integrated Business Planning

09:00–09:54	Financial integration
09:54–10:48	Scenario planning
10:48–11:00	Technology tools
11:00–11:30	**Coffee break**
11:30–12:12	Technology tools (continued)
12:12–13:06	Implementation roadmap
13:06–14:00	Capstone: S&OP process design

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



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sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Singapore Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,820.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Cape Town Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,890.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
London Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,450.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Dubai Confirmed dates	14 Dec 2026	18 Dec 2026	**€3,150.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,650.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,450.–**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.–**
Paris Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,860.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,890.–**
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Istanbul Confirmed dates	15 Feb 2027	19 Feb 2027	**€2,650.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.-**
Amsterdam Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,540.-**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.-**
Singapore Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,820.-**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.-**
London Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,450.-**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.-**
Vienna Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,940.-**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	19 Apr 2027	23 Apr 2027	**€3,150.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Frankfurt Confirmed dates	3 May 2027	7 May 2027	**€2,650.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	17 May 2027	21 May 2027	**€1,450.–**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.–**
Paris Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,860.–**
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.–**
Rome Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,450.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
Istanbul Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,650.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Amsterdam Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,540.-**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.-**
Singapore Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,820.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
London Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,450.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	16 Aug 2027	20 Aug 2027	**€3,150.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Barcelona Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,840.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Frankfurt Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,650.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,450.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Paris Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,860.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Istanbul Confirmed dates	18 Oct 2027	22 Oct 2027	**€2,650.-**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.-**
Rome Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,450.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**
Amsterdam Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,540.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**
Singapore Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,820.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,450.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Dubai Confirmed dates	13 Dec 2027	17 Dec 2027	**€3,150.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online