	Activity-based Costing	Financial Planning	Sales and Operations Planning
Definition	**CIMA (Chartered Institute Of Management Accountants)** defines ABC as An approach to the costing and monitoring of activities which involves tracing resource consumption and costing final outputs. Resources are assigned to activities, and activities to cost objects based on consumption estimates. The latter utilize cost drivers to attach activity costs to outputs.[1]	Wikipedia: In business, a financial plan can refer to the three primary financial statements (balance sheet, income statement, and cash flow statement) created within a business plan. **Financial forecast** or financial plan can also refer to an annual projection of income and expenses	APICS defines S&OP as the "function of setting the overall level of manufacturing output (production plan) and other activities to best satisfy the current planned levels of sales (sales plan and/or forecasts), while meeting general business objectives of profitability, productivity, competitive customer lead times, etc., as expressed in the overall business plan
Applications' unit of measure (lingua franca)	Units	Dollars	Units
Model's time horizon	Last year	Next year	Next year
How plans are "optimized"	What will happen if we do X? (i.e., scenario analysis, descriptive)	Same	Same
Plans are, thus, necessarily suboptimal	n/a	Yes	Yes
Plans, also, further compromised	n/a	May be operationally unfeasible	Necessarily financially incomplete
Ease of building an optimized planning proof of concept model	Easier than either S&OP or FP&A since the three ABC planning parameters (i.e., acr, rcr and cost factor) when multiplied are the POC's cost functions' slopes= 70-80% of data	Same as S&OP	Same as FP&A
Number of applications	2 (customer and product profitability)	About 20 (See Lora Cecere's"Outside the Lines" blog,	About 20 (See Craig Schiff's webinar)