| Sell | Deliver | Make | Source | Service |
|---|---|---|---|---|

Q and $ — **Strategic Demand-Driven Plan (t = strategic horizon, with yearly detail)**
Same optimization and model structure as DDP

Q and $ — **Demand-Driven Plan (DDP) (t = first planning year, with 12 months of detail)**
Supply Chain and Forecast optimized, simultaneously

**Marketing Planning**
- Demand as Dependent Variable of 4 Ps

**Sales and Operations Planning** — **Supplier Development**
Compliments to Lora Cecere, President, Supply Chain Insights

**Business Performance Management (BPM)**
Compliments to Craig Schiff, President BPM Partners

| | | | | | |
|---|---|---|---|---|---|
| • Promotion Sales and Marketing<br>• Revenue Management and Pricing<br>• Contract Managment (Product)<br>• Place (n/a) | Demand Planning | Distribution Requirements Planning | Tactical Supply Planning | Procurement Contract Management<br>Material Requirements Planning | Contract Management and Warranty Planning<br>Service Parts and Labor Planning |
| | Demand Execution and Forecast Value Added Analysis | Deployment Planning<br>Transportation Planning | Production Planning | Materials Management | Service Execution |
| | Demand Sensing and Demand | Supply Sensing and Supply Execution | | | |
| | Available-to-Promise (ATP) Functionality | | | | |
| Marketing Execution | Order Management | Warehouse Management<br>Transportation Execution | Digital Manufacturing<br>Manufacturing Execution | Supply Visibility<br>Supplier Network Collaboration | Warranty Execution |

| | | | |
|---|---|---|---|
| Forecasting | Dashboards | Financial Consolidation and Reporting | Operational Analytics |
| Budgeting | Scorecards | Governance | Profitability Optimization |
| Planning (Financial Planning & Analysis (FP&A))<br>• cash flow<br>• balance sheet<br>• projected income statement | | Risk<br>Compliance | |

Q

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