

Sell	Deliver	Make	Source	Service					
Optimized Income Statement (OIS) (t = strategic horizon, with yearly detail) Same optimization and model structure as OIS									
Optimized Income Statement (OIS) (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 Compliments to Lora Cecere, President, Supply Chain Insights		Supplier Development		Business Performance Management (BPM) Compliments to Craig Schiff, President BPM Partners				
• Promotion Sales and Marketing • Revenue Management and Pricing • Contract Managment (Product) • Place (n/a)	Demand Planning	Distribution Requirements Planning	Tactical Supply Planning	Procurement Contract Management	Contract Management and Warranty Planning	Forecasting	Dashboards	Financial Consolidation and Reporting	Operational Analytics
				Material Requirements Planning	Service Parts and Labor Planning	Budgeting	Scorecards	Governance	Profitability Optimization
	Demand Execution and Forecast Value Added Analysis	Deployment Planning	Production Planning	Materials Management	Service Execution	Planning (Financial Planning & Analysis (FP&A))		Risk	
		Transportation Planning				• cash flow		Compliance	
	Demand Sensing and Demand	Supply Sensing and Supply Execution				• balance sheet			
Marketing Execution	Available-to-Promise (ATP) Functionality					• projected income statement			
	Order Management	Warehouse Management	Digital Manufacturing	Supply Visibility	Warranty Execution				
		Transportation Execution	Manufacturing Execution	Supplier Network Collaboration					

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