NOVEMBER

18 2026



S&OP FLAVOUR DAY

# Taste the flavours of S&OP

## Day program

SCM SUPPLY CHAIN MEDIA

# Morning Block

9.40 - 10.30 AM CET

## *'Rethinking S&OP and IBP: purpose, people and practice'*



## Jonathon Karelse

*Operations Leader, HBR Advisory Council, Author of 'Histories of the Future'*



Moderator

### What is the real purpose of your S&OP?

Is your company ready for S&OP or even IBP? And what should it actually deliver? Jonathon challenges participants to reconsider the purpose of S&OP. Looking back at what Walmart set out to achieve with its first S&OP project in the 1980s, he asks what the process should deliver today.

His message: S&OP is not a one-size-fits-all solution. It should reflect your business challenges, capabilities and financial objectives, with a clear link between the way decisions are made and the value S&OP is expected to create.

## Ingrid Dekkers

*Director Supply Chain Planning & Design for Industrial Automation at Schneider Electric*

### What does S&OP look like inside one of the world's leading supply chains?

Ingrid shares how Schneider Electric is evolving from S&OP towards Integrated Business Planning. Its supply chain has topped Gartner's Supply Chain Top 25 for three consecutive years, yet the journey is far from complete.

Drawing on her experience in global planning leadership roles, Ingrid will discuss how Schneider Electric deals with rapidly changing demand, component shortages, long lead times and geopolitical uncertainty. How do these challenges change the role of S&OP? Which decisions need to be made, and how do you get different functions aligned?

She will also address the people side of S&OP: building ownership, getting teams to act rather than simply report the numbers, and turning decisions into action. Expect an honest account of the challenges, trade-offs and lessons learned along the way.

# Join the discussion on S&OP priorities!

Where does your company put most of its S&OP effort today? And is that really where it should be?
Take your seat at the S&OP Roulette table and put your poker chips where you think the investment should go: product review, demand review, supply review or financial consolidation.

Then compare your choices with your peers. Where are companies investing most today? Where do others think more attention is needed? And what does the difference between the two tell you about the maturity and priorities of your S&OP process?

There is no single right answer. Different companies face different challenges, which is exactly what makes the discussion interesting. Share experiences, challenge each other's choices and see where you might want to shift the balance in your own organisation.




**The question is simple: where would you put your chips?**

# What's on the menu?

| | | |
|---|---|---|
| AM | 8.30 - 9.30 | Welcome & networking |
| | 9.30 - 9.40 | **Opening by Martijn Lofvers** *(CEO & Chief Trendwatcher at Supply Chain Media)* |
| | | ***'Rethinking S&OP and IBP: purpose, people and practice'*** |
| | 9.40 - 9.50 | Pitch business strategy & IBP by **Jonathon Karelse** (*author Histories of the Future*) |
| | 9.50 - 10.10 | Case study **Ingrid Dekkers**, Director Supply Chain Planning & Design for Industrial Automation at Schneider Electric |
| | 10.10 - 10.30 | Conversation **Ingrid Dekkers** with moderator **Jonathan Karelse** |
| | 10.30 - 11.00 | **S&OP Roulette,** roundtable discussions, introduction **Martijn Lofvers** |
| | 11.00 - 11.30 | Coffee break & networking |
| | 11.30 - 11.40 | **Capgemini** |
| | 11.45 - 11.55 | **IG&H** |
| PM | 12.00 - 12.10 | **Involvation** |
| | 12.15 - 12.25 | **I-Plan** |
| | 12.30 - 1.30 | Lunch break & networking |
| | 1.30 - 1.40 | **Oaasis** |
| | 1.45 - 1.55 | **Slimstock** |
| | 2.00 - 2.10 | **Sunstice** |
| | 2.15 - 2.25 | **Innico** |
| | 2.30 - 2.50 | Coffee break & networking |
| | | ***'Safeguarding the S&OP horizon: disruptions, risks and opportunities'*** |
| | 2.50 - 3.00 | Pitch external data & AI in S&OP by **Bram Desmet** (*Adjunct Professor at Vlerick BS*) |
| | 3.00 - 3.10 | Case study **Jeroen de Lange**, Supply Chain Director at **Mediq** |
| | 3.10 - 3.20 | Case study **John Tros**, SVP Operations at **BME** |
| | 3.20 - 3.40 | Panel discussion **John Tros** + **Jeroen de Lange**, moderator **Bram Desmet** |
| | 3.40 - 4.10 | **S&OP Roulette,** roundtable discussions, introduction **Martijn Lofvers** |
| | 4.10 - 4.30 | Closing remarks by **Martijn Lofvers** |
| | 4.30 - 5.15 | Networking & Drinks |



# Partner sessions

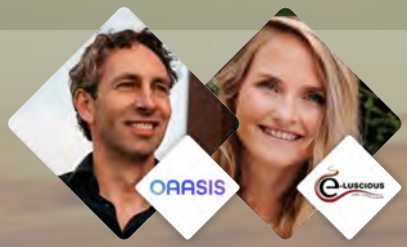
Read more ➔

## How do you maximise the success of your S&OP or IBP tool selection and implementation?




**Dennis Kalina**, Senior Manager Supply Chain Transformation at Capgemini

## Moving to the future of planning: AI where possible, optimisation where needed




**Wouter Samama**, Founder & CEO at OAASISl
**Anne Schipper**, Head of Supply Chain & Data Management at e-Luscious

## Building a joint retailer-supplier S&OP process




**Jasper van Rijn**, Managing Director IG&H , focus on Retail
**Cazijn Langeler**, Managing Director IG&H, focus on FMCG

## Confessions of a forecast accuracy addict




**David Food**, Supply Chain Analyst at Slimstock

## Strengthen your IBP with AI assessments




**Hans van der Drift**, partner at Involvation

## From manual to AI driven: Bringing sales & demand planning together




**Skander Beji**, Solutions Consultant at Sunstice
**Colin van Baar**, Supply Chain Planning Consultant at McCoy

## Planning first: Why elho chose to build its decision-making engine before replacing its ERP




**Veerle Willems**, Supply Chain Consultant at I-Plan
**Maurice Stevens**, Head of Supply Chain planning & Master Data of elho

## Putting the sales back in S&OP: Bottom-up forecasting at customer-item level




**Matthias Wentink**, Product owner at Innico
**Frans Sanders**, Commercial Process Manager at Coulisse

# Afternoon block

2.50 - 3.40 AM CET

## *'Safeguarding the S&OP horizon: disruptions, risks and opportunities'*

Moderator



## Bram Desmet

*Professor Vlerick Business School*
*Author of 'Rethinking Supply Chain'*

### S&OP in different driving modes

What if S&OP focused less on reaching consensus and more on making better decisions under uncertainty?
Bram challenges the traditional S&OP process and shows how different 'driving modes' can help you adapt planning to growth opportunities, risks and changing market conditions. He will also look at the role of AI in assessing uncertainty and bringing operational, commercial and financial information together.

His key question: how do you give your organisation clear direction without making the planning process too rigid to respond when circumstances change?




## Jeroen de Lange

*Supply Chain Director at Mediq*

### Beyond Planning: Turning S&OP into business performance

For Jeroen, the value of S&OP lies in seeing what is coming, making better decisions together and acting before the customer feels the impact.
He shares how Mediq is strengthening its S&OP approach by connecting planning and execution through S&OE. The focus is shifting from looking back at forecast accuracy and bias to anticipating out-of-stocks, backorders and inventory risks.
Jeroen will also show what this requires from the people involved: understanding the end-to-end chain, challenging the facts and working across functions.

His key message: see earlier, decide together and act before the customer feels the problem.




## John Tros

*Senior Vice President Operations and member of the Executive Management Team, BME Group*

### Virtus et Ordo Amoris: Creating order, courage and performance through S&OP

At BME, S&OP means making choices across a complex value chain with almost one million products and 18,000 suppliers. Drawing on Augustine's concept of ordo amoris, putting what matters most in the right order, John shows how S&OP can help align commercial, operational and financial priorities. Sales wants availability, Operations stability, Finance cash, Procurement margin and risk control, and Supply Chain reliable stock. In a volatile market, those priorities will not always align.

John's central question: how do you decide together what matters most, and then act accordingly?


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Save the date