



## Dr. Olaf Schmickler

STRATEGIC S&OP/ IBP AND  
TRANSFORMATION CONSULTANT  
CONNECTING PLANNING, IT,  
AND CHANGE LEADERSHIP



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[Dr. Olaf Schmickler](#)

## Languages

GERMAN, ENGLISH

## Consultant Profile

**Professional Summary:** Experienced management consultant with over 25 years of international leadership across production planning, supply chain management, business transformation, and IT. Skilled in translating complex business requirements into practical, technology-enabled solutions, with a consistent track record in global project delivery and organizational change. Combines strategic thinking, operational expertise, and hands-on execution.

Currently focused on Sales & Operations Planning (S&OP), helping companies design and implement effective, sustainable planning processes. Leverages simulation-based learning to accelerate understanding, align stakeholders, and reduce implementation risk — with a focus on practical, measurable outcomes.

**Professional Background:** 25+ years in senior management roles in both business operations and IT

### Expertise Areas:

- Sales & Operations Planning (S&OP) / Integrated Business Planning (IBP)
- Production and Demand Planning
- Strategic Planning & Business Process Management
- Manufacturing Execution Systems (MES) Implementation
- IT Infrastructure & Service Management
- Program & Agile Project Management

### Key Leadership Roles:

- Senior Manager – Production Planning, IT and Logistics
- Business Project Manager – MES Implementation
- Director & Demand Manager – Corporate IT Infrastructure (Europe & Global)
- Manager – Business Process & Project Management, IT (Europe)



## Core Consulting Focus

- **Sales & Operations Planning (S&OP) / IBP:** Maturity assessments, implementation, process optimization, training, and change management — supported by Inchange simulation-based learning environments.
- **Demand Management:** Application of both quantitative and qualitative forecasting methods, combining statistical tools and business insight in a hybrid approach.
- **Production Planning:** Strategic, tactical, and operational level planning across make-to-stock and make-to-order environments.

## Extended Advisory Scope to enhance supply chain and planning maturity

- MES selection and implementation, including SCADA and ERP integration
- IT portfolio and project evaluation from both business and technical perspectives
- Development and execution of IT strategies including make-or-buy decisions and service transitions
- Organizational transformation and restructuring of IT units
- Lean and Six Sigma-based process optimization
- Global and agile project management practices (Scrum, Prince2, SAP Activate)

## Certifications

- Doctorate and Graduate Degree in Engineering (Automation & Production Systems)
- APICS Certified Supply Chain Professional (CSCP), SAP Certified - SAP Integrated Business Planning
- Six Sigma Black Belt | Lean Master | SAP Signavio Business Process Consultant
- Prince2 Agile Practitioner | Scrum Master (PSM II) | SAP Activate Agile Project Manager
- Certified Trainer for Inchange Business Simulations (SCM, S&OP, IBP)

## Selected Project Experience



### **S&OP and Planning Transformation**

*Sector: Industrial Manufacturing | Years: 2018–2023*

Led the local S&OP process with statistical forecasting, sales and R&D inputs, and capacity planning. Managed cross-functional alignment through reconciliation meetings with finance and controlling. Translated strategic plans into weekly and mid-term production schedules via S&OE. Oversaw corrective actions, KPI tracking, and process improvement — including short-term adaptations during COVID-19 (e.g., capacity rebalancing, short-work planning). Achieved higher delivery reliability, better productivity, and lower inventory levels

### **Implementation of Planning and Execution Platform (MES)**

*Sector: Manufacturing / IT | Years: 2018–2023*

Directed the implementation of a comprehensive MES including capacity planning and order management. Delivered end-to-end process optimization, led change and stakeholder engagement, and ensured system adoption through structured training and go-live readiness.

### **Production Planning Systems and Demand Analysis**

*Sector: Industrial / Energy | Years: 2024–2025*

Defined selection and design criteria for MES and planning systems tailored to industrial operations. Conducted strategic market and trend analysis in the OCTG segment for better strategic visibility and alignment.

### **Production and Production Planning Systems Streamlining**

*Sector: Construction Chemistry | Years: 2025–2026*

Supported and streamlined an SAP S/4 implementation for production and production planning, with a strong focus on aligning tactical (S&OP, mid-term) and operational (sequencing) planning processes. Key contribution included analysis and adaptation of business processes to ensure a realistic and sustainable use of the planning system.

### **Strategic IT Transformation and Integration**

*Sector: Manufacturing / IT | Years: 2009–2018*

Led global IS demand management, including investment evaluation and portfolio prioritization. Delivered cost-saving corporate IT strategies and large-scale project rollouts. Conducted IT due diligence for M&A and managed the merger of European IT organizations, including harmonized processes, managed services, and cost allocation models.