



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 Inchainge 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)
- SAP IBP Consultant
- 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 Inchainge 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.

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.