

# Dr. Olaf Schmickler

## Management Consultant – S&OP / IBP, Supply Chain Planning & Business Transformation

Process Design & Implementation | Production Planning | Transformation & Workstream Leadership | Business/IT Alignment | Change Enablement

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Languages: German, English



### Professional Summary

Senior Management Consultant with more than 25 years of industrial experience, including over 20 years in leadership roles across production planning, operations, supply chain management, business transformation and IT.

Proven expertise in designing, implementing and improving S&OP / IBP and operational planning processes, aligning demand, supply, capacity, inventory and business priorities, and translating strategic objectives into executable tactical and operational plans.

Experienced in leading and stabilizing cross-functional workstreams, improving business processes and supporting ERP, SAP and MES transformations. Combines senior stakeholder leadership, structured governance and Business/IT alignment with a pragmatic, hands-on approach to analysis, decision preparation, issue resolution and sustainable implementation.

### Core Competencies

S&OP / IBP Process Design and Governance	Demand, Supply, Capacity and Production Planning
S&OE and integration with Operational Planning	Transformation and Workstream Leadership
Business Process Improvement and Organizational Transformation	Business/IT Alignment for SAP and MES Implementations
Change Enablement, Training and Stakeholder Leadership	Planning Maturity Assessment, KPI and Scenario Analysis

### Typical Consulting Assignments

- Introduction and optimization of S&OP / IBP processes
- Stabilization and leadership of planning and supply-chain workstreams
- Integration of strategic, tactical and operational planning
- Production and capacity planning improvement
- Business process design for SAP, ERP and MES transformations
- Cross-functional governance, stakeholder alignment and decision preparation
- Planning maturity assessments and implementation roadmaps
- Training, simulation and change enablement

## Business Enablement, Training & Simulation

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Certified Trainer for Inchange Business Simulations, using realistic SCM, S&OP and IBP management simulations to make cross-functional dependencies, trade-offs and the financial consequences of business decisions tangible.

- Builds a shared understanding of demand, supply, capacity, inventory, service and financial performance across Sales, Supply Chain, Operations and Finance.
- Strengthens process literacy, common terminology, role clarity, collaboration and fact-based decision-making.
- Links simulation insights to the client's actual processes, KPIs, governance structures and improvement priorities.

## Certifications & Education

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- ASCM / APICS Certified Supply Chain Professional (CSCP)
- SAP Certified Associate - SAP Integrated Business Planning for Supply Chain
- Certified Trainer for Inchange Business Simulations (SCM, S&OP, IBP)
- Six Sigma Black Belt | Design for Six Sigma Black Belt | Lean Master
- SAP Signavio Certified Business Process Consultant & Process Data Analyst
- PRINCE2 Agile Practitioner | Professional Scrum Master II | SAP Activate Agile Project Manager
- Doctorate and Graduate Degree in Mechanical Engineering / Automation and Production Systems

## Selected Project Experience

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### S&OP and Planning Transformation

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

- Led the local S&OP process for an industrial manufacturing site with approximately 500 employees and annual revenue of around EUR 350 million.
- Integrated statistical forecasting, sales and R&D input, capacity planning and financial reconciliation. Coordinated cross-functional planning and reconciliation meetings with Sales, Operations, Finance and Controlling.
- Prepared scenarios and capacity-balancing options to support management decisions. Managed KPI tracking, corrective actions and short-term capacity adaptations.
- Translated strategic and tactical plans into mid-term and weekly production planning through S&OE mechanisms.
- **Impact:** Higher delivery reliability, improved productivity and reduced inventory levels through structured planning governance and cross-functional alignment.

### Planning Process Assessment and Improvement

*Sector: SME Manufacturing | Year: 2026*

- Assessed end-to-end planning and order fulfillment processes, covering order preparation, material supply, production sequencing, manufacturing and delivery.
- Analyzed planning logic, responsibilities, material availability, inventory management and ERP-supported workflows to identify operational bottlenecks.
- Developed prioritized, pragmatic recommendations tailored to the company's organization and system environment, creating an actionable path towards more stable planning and improved delivery performance.

### Production, Planning & Logistics Transformation

*Sector: Construction Chemicals | ERP / S/4HANA Transformation | Years: 2025-2026*

- Supported and stabilized cross-functional workstreams for Production, Planning and Logistics within a large-scale business transformation.
- Established transparency regarding open topics, dependencies, responsibilities and decision needs.
- Coordinated business stakeholders, IT teams and external implementation partners while supporting integration testing, issue resolution and business readiness.
- Prepared structured management reporting and supported prioritization and escalation.
- Aligned tactical, mid-term and operational planning requirements with practical execution processes.
- **Impact:** Improved structure, cross-functional collaboration and operational readiness across planning and execution processes.

## Implementation of Planning and Execution Platform (MES)

Sector: Manufacturing / IT | Years: 2018-2023

- Directed the implementation of a comprehensive Manufacturing Execution System including capacity planning, order management and execution-related planning functions.
- Translated business requirements into practical system design, bridging production planning, shop-floor execution and IT implementation teams.
- Led end-to-end process optimization, stakeholder engagement, structured training and go-live readiness activities.
- Supported adoption by ensuring that system usage reflected real operational planning and execution needs.
- **Impact:** Improved transparency, standardization and control across planning and execution processes.

## 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 oil country tubular goods (OCTG) segment to support better strategic visibility and demand-related decision making.
- Combined market, production and planning perspectives to support more robust planning system decisions.

## International Transformation, Rollout & Business/IT Integration

Sector: Manufacturing / IT | Years: 2009-2018

- Led global IS demand management, including investment evaluation, portfolio prioritization and alignment of IT demand with business value.
- Delivered corporate IT strategies, large-scale project rollouts, managed service transitions and cost-saving initiatives.
- Conducted IT due diligence for M&A and managed the merger of European IT organizations, including harmonized processes, managed services and cost allocation models.
- Developed extensive experience in Business/IT alignment, transformation governance, stakeholder management and change leadership.

## Professional Background

Period	Role / Focus
Since 01/2024	Freelance Management Consultant for S&OP / IBP, planning and business process transformation, stakeholder alignment and implementation support
09/2018 - 12/2023	Head of Production Planning, Plant Muelheim & Business Project Manager Production Control Systems, Vallourec Deutschland GmbH
12/2009 - 08/2018	Head of IT Infrastructure Europe & Global / Director-level IT leadership role, Vallourec IT Europe
12/2008 - 11/2009	Head of Business Process & Project Management, Vallourec IT Europe
02/2002 - 11/2008	Head of Planning, Information Systems & Logistics, Plant Muelheim; Head of SAP Systems and Plant IT Systems
06/2000 - 01/2002	Operations Engineer / Operations Manager, Finishing Operations
07/1998 - 05/2000	Operations Engineer, Central Production Planning

## Tools, Methods & Working Style

- **Methods:** S&OP / IBP governance, maturity assessment, process mapping, decision cadence design, value stream orientation, Lean / Six Sigma, agile project management, SAP Activate principles.
- **Tools & environments:** Microsoft Excel, PowerPoint, Jira, Confluence, SAP S/4HANA and SAP IBP environments, MES and industrial planning systems.
- **Working style:** Pragmatic, structured and implementation-oriented; effective in senior stakeholder environments and experienced in bridging business functions, IT teams and implementation partners.