

The Critical Role of S&OP Planning in the Dairy Industry

Insights from Ever.Ag & Foremost Farms USA Webinar
Hosted by ADPI



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KEY TAKEAWAYS

- Move from reactive to proactive planning to manage volatility.
- Integrate cross-functional insights for unified decision-making.
- Use tailored forecasting for each product category.
- Link operational planning directly to financial outcomes.

In this ADPI-hosted webinar, Robbie Turner and Sammi Fleckner explored how effective S&OP synchronizes commercial, operational, and financial objectives to drive performance improvement.



Sales & Operations Planning (S&OP) is no longer optional in today's volatile dairy environment. Once reactive—responding to supply shocks, production delays, and demand swings—dairy processors are now moving toward proactive, data-driven strategies designed for agility and resilience. **View the full S&OP Webinar at the QR code.**

KEY INSIGHTS & BEST PRACTICES



From Reactive to Proactive Operations

- Volatility is the norm: milk production shifts, commodity market swings, and evolving demand patterns.
- Strategic foresight is essential — anticipate trends, align supply, protect margins.
- **Cross-functional coordination** aligns sales, supply chain, plant operations, and finance to build unified plans linking production targets, costs, and pricing.



Tailored Demand & Supply Forecasting

Segmented demand planning avoids inefficiencies:

- **Cheese:** Forecast with historical sales, retail trends, and private-label commitments.
- **Butter, spreads, powders:** Model against global commodity prices and input costs.

- **Fluid milk:** Leverage local retail scan data and seasonal/regional trends.

Supply-side alignment:

- Track seasonal variations in fat, protein, and volume from farms.
- Model herd size and composition changes for better milk-shed planning.



Production, Capacity & Financial Optimization

Production planning best practices:

- Use time-varying Bills of Materials (BOM) to allocate milk components.
- Account for plant capacity constraints.
- Prioritize high-margin orders and reduce bottlenecks.

Financial integration:

- Link contracts, orders, and market hedges for revenue visibility.
- Model financial scenarios to test performance under different market conditions.



Scenario Planning & Risk Management

- Address **export and market volatility** from tariffs, currency shifts, and changing demand.
- Model **capital investments** (new lines, expansions) to assess impacts on inventory, working capital, and profitability.



Executive Alignment & Strategy Integration

Strong S&OP governance ensures:

- Alignment across commercial, operations, and finance teams.
- Unified volume, pricing, and production assumptions.
- Integration with brand strategy and product portfolio planning.



ABOUT EVER.AG

Ever.Ag provides innovative data, technology, and market intelligence solutions that empower dairy processors to make faster, better decisions.



ABOUT FOREMOST FARMS USA

Foremost Farms is a farmer-owned cooperative producing quality dairy products for customers around the globe.

Learn more about S&OP

