

Monthly S&OP Meeting Agenda

Demand & Inventory Stabilization

Meeting Details

Date: _____ Duration: _____

Attendees: _____

DEMAND REVIEW (🕒 10 MIN)

Lead: Commercial

1. What changed in the forecast since last month?
2. What promotions or programs are planned in the next 90 days?
3. Are there any demand risks or upside opportunities the model doesn't capture?

SKU	LAST MONTH FORECAST	UPDATED FORECAST	REASON FOR CHANGE

INVENTORY & SUPPLY REVIEW (🕒 10 MIN)

Lead: Operations

1. Which SKUs are below target weeks of stock?
2. Which reorder decisions need to be made this month?
3. Are there any supply-side constraints that affect the plan?

SKU	ON HAND	INBOUND	WEEKS OF STOCK	REORDER NEEDED (Y/N)
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>
				<input type="checkbox"/>

Target weeks of stock: _____ weeks (domestic) / _____ weeks (overseas)

DECISIONS (🕒 10 MIN)

Lead: Decision-maker

Work through reorder decisions. Resolve any misalignment between the demand forecast and the inventory position. Assign all open actions before closing.



Decision Log

Every decision made in this meeting gets logged here.

Decision / Action	Owner	Due date	*What We're Watching

*"What We're Watching" = the assumption or condition that would cause this decision to be revisited before next month's meeting.

PRE-MEETING CHECKLIST

Complete Before the Meeting (by end of Week 3)

TASK	OWNER	DONE
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>
		<input type="checkbox"/>

4-WEEK PLANNING CADENCE

WEEK	TASK	OWNER	TIME REQUIRED

MEETING HEALTH CHECK

QUESTION	YES	NO
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Three or more No answers in a row means the process needs a reset – not more people in the meeting.