Sales and Operations Planning
Table of Contents

Executive Summary 1
Who Is Involved in the Process? 3
What Issues and Processes are Evaluated? What Decisions Taken? 4
Supply Chain Planning

Process Narrative for Sales and Operations Planning 5
Collect and update period-end actual results
Prepare preliminary forecasts and production schedules
Mid-month checkpoint and pre-S&OP preparations
The Sales and Operations Planning Meeting
Monitor the plan

Sales & Operations Planning Summary 7

What are the Benefits to be Derived from a Sales & Operations Planning Process? 8
Hard Benefits
Soft Benefits

Glovia: An Integrated IT Infrastructure For Optimized Planning 10
G2 Forecasting
GLOVIA G2 Supply Chain Planning
GLOVIA G2 Factory Planning
GLOVIA G2 Materials Requirements Planning
GLOVIA G2 Master Production Scheduling

Conclusion: A Process For Balance
Within Fluctuating Demand and Capacity 13
Executive Summary

Many manufacturers have attempted to manage their supply chains more effectively through Sales and Operations Planning (S&OP). Sales and Operations Planning is a process, not an event. This process is meant to develop and evaluate the numerous tactical strategies available to the business, choose the one that contributes the most toward realization of the firm’s long-term business objectives, and measure the actual performance versus the plan.

There are just three topics that need evaluation and consensus in most firms. Production is needed to support the expected level of Sales and maintain a buffer Inventory—PS&I. In manufacturing firms, Production is the major operations activity, Sales and Marketing forecast what is needed because they are close to the customer, and Inventory is important because it is a result of the interaction of the first two and is almost always one of the largest items on the firm’s balance sheet.

The process includes monthly or quarterly meetings, with representatives from across the enterprise, where plans are analyzed, discussed, and validated and various activities are simply mapped to the operating calendar. Three key principles to follow in Sales & Operations Planning process are:

- Create a plan based on true business objectives; profit, cost, or market share
- Revise the plan based on finite capacity and material
- Resolve problems before implementing the plan

The hard benefits are many and include one number planning, fewer and smaller performance gaps, quicker responsiveness, more confident financial planning, and increased operational stability. Businesses that succeed at S&OP will also note improved morale, better internal communications, and improved work habits and esprit de corps.

This white paper will detail how to implement a Sales and Operations Planning process in your organization. Included are details of what issues and processes to evaluate; a list of specific preparation activities, participants, expected duration, and input/output contents; and the structure of the validation meeting and the steps needed to assure the plan is followed.
What Is Sales and Operations Planning?

Many manufacturers have attempted to manage their supply chain more effectively through Sales and Operations Planning (S&OP). Sales and Operations Planning is a process, not an event. This process is meant to develop and evaluate the numerous tactical strategies available to the business, choose the one that contributes the most toward realization of the firm's long-term objectives, and measure the actual performance versus the plan.

The capstone to this process is a monthly or quarterly meeting during which the plans are analyzed, discussed, and validated. The emphasis in this meeting is on validation, since most of the decisions are taken based on objective measures and the real body of analysis is done at a level once removed from the key meeting attendees. Meeting attendees should include representatives from every aspect of your enterprise involved in any way with your supply chain.

Some examples of S&OP planning situations to be analyzed:

- Comparing the optimized plan to established budgets
- New product introduction
- New business opportunities
- Non-availability of a resource
- Addition or reduction of production capacity
- Capital planning
- Outsourcing / outside processing
- Changing costs
- Pricing changes and product viability (profitability)
- Long term labor requirements
- Seasonality
- Alternate transportation modes, suppliers, production capacity
Who Is Involved in the Process?

<table>
<thead>
<tr>
<th>Position</th>
<th>Role in Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO, General Manager</td>
<td>Chairs the validation meeting</td>
</tr>
<tr>
<td>VP Finance, Controller</td>
<td>Evaluates compliance of potential and selected plans to budgeted objectives</td>
</tr>
<tr>
<td>VP Mfg, Plant Manager</td>
<td>Evaluates “do-ability” of potential and selected plans</td>
</tr>
<tr>
<td>VP Mktg., Product Mgrs.</td>
<td>Evaluates and rationalize market demand and track vs. YTD plans</td>
</tr>
<tr>
<td>VP Sales, Sales Mgr.</td>
<td>Presents and evaluates key account and regional impact on various plans</td>
</tr>
<tr>
<td>Customer Service Manager</td>
<td>Understands and communicates customer service impact of selected plans</td>
</tr>
<tr>
<td>VP Logistics, Distribution Mgr.</td>
<td>Understands and communicates material flow issues of selected plans</td>
</tr>
<tr>
<td>VP Materials, Purchasing Mgr.</td>
<td>Understands and communicates material flow issues resulting from plans</td>
</tr>
<tr>
<td>Master Production Scheduler</td>
<td>Evaluates demand forecast and preferred inventory levels to develop a manufacturing build schedule for management approval</td>
</tr>
<tr>
<td>Forecast Analyst</td>
<td>Develops a consensus forecast based upon input from key accounts, field sales force, sales, marketing, and/or other process participants</td>
</tr>
<tr>
<td>Production and Inventory Planners</td>
<td>Evaluates current and planned inventory levels, generating replenishment requirements consistent with budget levels and customer service goals</td>
</tr>
<tr>
<td>Human Resources Manager</td>
<td>Understands staffing impact, if any, of various plans and takes corrective action if needed (staff additions, reductions, training, etc.)</td>
</tr>
</tbody>
</table>

The Sales and Operations Planning participant profile shown assumes a large firm, with the meeting attended by the company president and his executive staff (direct reports), plus the management team reporting to the VP level. In smaller firms, or in individual divisions of major firms, the process may be done at a more localized level. In such cases, it is not unusual to have a monthly process and meeting within all operating divisions but only a quarterly review at the corporate or parent level, with the “off months” being reviewed by report or teleconference.

The individual roles will be examined more closely in the process narrative.
What Issues and Processes are Evaluated? What Decisions Taken?

There are just three topics that need evaluation and consensus in most firms. Production is needed to support the expected level of Sales and maintain a buffer Inventory—PS&I. In manufacturing firms, Production is the major operations activity, Sales and Marketing forecast what is needed because they are close to the customer, and Inventory is important because it is a result of the interaction of the first two and is almost always one of the largest items on the firm’s balance sheet.

Data granularity must be addressed. Firms with a few products may choose to review each item and introduce specific customer needs for each. This is a common approach for companies that produce make-to-order and highly engineered products. Where there are many products and/or many customers, the firm should plan based upon product family. Each product family should have common attributes such as brand name, work center, channel of distribution, or end-use application.

The Sales, Marketing, and Operations teams must understand the product family breakdown, where a change in demand can be clearly correlated to specific critical capacities. At this level, collaboration clearly comes into play. In order for Sales and Marketing organizations to obtain the "best" information on the various customer demands, at any level, a degree of interaction with the customer is required.

In the best organizations, the Sales and Marketing team is armed with the last year shipment data and perhaps a statistical forecast. This forms the basis for discussions with customers on events they see will shape the projected demand profile for the coming periods. In such a collaborative environment, the more data available for demand planning discussions with customers, the better.

Firms lacking optimization capabilities typically revert to a reiterative simulation process, using a base forecast and perhaps an upper bound (a.k.a. the 'blue sky' number) and an 'austerity' number, representing the lower confidence level, wrapped around the most likely result. These three forecasts each would be factored into a different master production schedule, each with two to four scenarios of its own. Each scenario would then be compared to the inventory budget and adjusted as necessary for compliance.

Each compliant scenario could become a discussion topic during the preparatory run-up to the S&OP validation meeting. This is a very labor-intensive process and could involve six to twelve (three forecasts x two to four MPS approaches) plans for evaluation. No wonder the process is often seen as burdensome—in fact, the process is often so labor intensive, companies elect to consider fewer alternatives or defer to a yearly process!

Supply Chain Planning
If the firm employs supply chain planning tools, it probably has complex mathematical solvers able to analyze operating constraints and recommend the balanced product mix that can be produced and sold most profitably. Such solvers consider the demand forecast, available capacity (e.g. facilities, labor, transportation and storage) and inventory carrying costs to optimize the plan. In such cases, one assumes that the optimal plan would always be accepted. However, there may be very short-term, subjective considerations that favor accepting a sub-optimal plan. This is the task before the participants: to understand these additional factors and address them in the way that makes the most sense for the firm.
This usually falls to staffers like production and inventory planners, forecast analysts, and the master scheduler to make the best alternatives into scenarios for the executive staff to evaluate. The current technology also allows for period-specific changes to be reflected in the business model, resulting in clear financial impact for model changes. Examples are changes in resource availability, cost, seasonality, new product introduction, and production outsourcing.

This is the process we will examine in the next section, looking at a typical data flow diagram and some template forms for use in the process.

**Process Narrative for Sales and Operations Planning**

This narrative will list the preparation activities, participants, expected duration, and input/output contents. Then the structure of the validation meeting is covered along with the steps needed to assure the plan is followed. In short, “Plan the Work, then Work the Plan.” Then it is a simple matter for almost any firm to map the various activities to the operating calendar. The planning cycle will depend on volatility of demand, manufacturing cycle time, and general supply chain response. This could range from quarters to daily. For now, we assume a monthly planning cycle.

1) **Collect and update period-end actual results**

Actual demand versus forecast is a by-product of the regular period-end forecast update/regeneration run and is likely to be totally automatic. If not, it will involve the forecast analyst, who might have to start demand posting processes and interactively filter the demand. The demand aggregation and future forecast generation are always automatic—and the reconciliation of group forecasts to item specificity, if done, is usually an automatic process. Duration of this process varies widely due to database size and software process efficiency but usually is complete by the second or third workday, which allows for the analysts’ review prior to publication.

Similar activities take place within the production planning function to determine actual results versus plan for overall volume and for critical items—usually those items that are short or about to go short. Planners must summarize production compliance to plan, actual demand versus forecast, and evaluate the ending inventory versus plan to determine whether the inevitable inventory variance is “explainable”. If not, they need to investigate the underlying cause of the variance, which is often returned goods, finished goods rejections or other unplanned events. Duration of this process is usually two to five workdays.

2) **Prepare preliminary forecasts and production schedules**

At the end of workday two/three, the forecast analyst publishes the new, reviewed forecast seeking input from all authorized participants including key accounts, the field sales reps and managers, and the corporate sales/marketing functions. The unconstrained forecast is sent to the optimizer (if available) for processing. A constrained and profit-maximized forecast is generated and sent back to the demand forecasting system for later comparison with actual results. Duration of these activities is no more than three to five days. Operations/Engineering then highlights any capacity problems for review and decisions are made on when to propose implementing capacity changes, which are tentatively reflected in the model.
The production and inventory planners as well as the master scheduler take the constrained forecast, available at or about workday three-five, and drive it through the MPS process to get various ending inventory scenarios for executive review. This process should be completed by workday ten.

3) **Mid-month checkpoint and pre-S&OP preparations**

All forecast constituencies will have reported in by now and the forecaster enters forecast revisions, if any, for the next several periods, reconciling the results from the bottom up (if driven by customer input), top down (if driven by sales/marketing input), or middle out (if driven by miscellaneous participants). The revised forecast is sent to the supply chain planning tool for processing and the proposed optimal and profit-maximized forecast is shared with the production and inventory planners as well as the master scheduler. An analysis of period-to-date actual results versus forecasted demand must accompany the revised forecast to assist downstream reviewers. This takes just one day because it is fully automated.

The day after the proposed (optimal and profit-maximized) forecast is published, the master scheduler prepares several scenario schedules for review with the production and inventory planners. The planners select the preferred scenarios and meet with the sales and marketing teams by workday thirteen, at which time the preferred scenario is agreed by the team, with one or two alternates. These pre-S&OP meetings must conclude in time for the planners to produce an S&OP briefing note for the executive attendees who expect the memo the day before the validation meeting.

4) **The Sales and Operations Planning Meeting**

The meeting should be held as soon after the twelfth or thirteenth workday as possible, preferably on the third Thursday of the month. What is important is that it be held the same day every month, like clockwork, so traveling staff can properly set schedules or provide backup attendees.

The general manager (CEO or equal) conducts the meeting and there is a designated briefer for each session whose job it is to report "just the facts." For each product family defined, the briefer reports actual demand vs. forecast and associated forecast accuracy for the prior period, actual production vs. plan (compliance) for the same period, and ending inventory vs. plan. This is the summary data prepared by the planners.

The sales and marketing managers for the family report on planned promotions and answer questions regarding the next period’s (and next quarter’s) effect on year-end goals. The Finance VP is asked for approval, and then the process continues for production, validating the "do-ability" and emphasizing whether overtime or slack time is in the plan.

The proposed plan and potential alternates are evaluated for ending inventory’s effect on the balance sheet and final approval is granted on one of the plans presented. Any last minute changes to the forecast are noted by the analyst for inclusion in a final revision to be prepared on Friday for inclusion in the weekly MRP processing done over the weekend.

Each executive present has an opportunity to question the plan’s effect on his/her area of responsibility but most of those questions have been fully resolved during the pre-S&OP meetings between staffers.

The process is repeated, in turn, for all product families (or business groups, or whatever level of aggregation is appropriate) until the company has been totally reviewed. Ideally, this will be completed early enough on Thursday for the forecaster to make final changes, for the sales and marketing team to publish promotional announcements (they usually are validated in the same
process when the promotion plan is discussed), and the finance staff to do final revisions to the cash flow budget before starting the final prep for period-end processing. The purchasing staff can also make required changes to the aggregate purchasing plan before month-end, when it is traditionally impossible to get a vendor’s attention.

5) **Monitor the plan**

The process starts all over again in the next period.

*Figure 1 - A Standard S&OP Data and Process Flow*

**Sales & Operations Planning Summary**

Three key principles to follow in your Sales & Operations Planning process are:

- Create a plan based on true business objectives; profit, cost, or market share
- Revise the plan based on finite capacity and material
- Resolve problems before implementing the plan

Sales and Operations Planning is a business process not an event. The S&OP is the key operational process that links the business functions together. Comprehensive planning that elevates problems to the management team for resolution, before the plan is finalized, ensures a greater chance that the plan will be executed and the business performance achieved.
What are the Benefits to be Derived from a Sales & Operations Planning Process?

We have addressed the what, who, how, and when of the S&OP process but the critical question remains: "What's in it for me to participate?" The following lists apply in varying degrees to various industry types and specific firms but some will be nearly universal:

**Hard Benefits**

- **One number planning:** The ability to point to one plan and have everyone pulling on the same oar, at the same time, in the same direction. This sounds obvious, but in actual practice seldom occurs without a finely tuned management process.

- **Fewer and smaller performance gaps:** Those that do occur are easily explained and understood.

- **Framework for performance monitoring:** especially applicable to incentive compensation and lean manufacturing (continuous improvement.)

- **Quicker response to turning points within operating periods:** Tracking actual vs. plan during the month highlights significant up ticks and downturns, so the firm can respond more proactively.

- **All constituencies with valuable input get to provide it:** Most organizations fail to use all available intelligence. In this process, participation is inescapable and the benefits of true collaboration can be recognized.

- **Senior management can plan the financial affairs of the firm with confidence:** The consensus planning process typically yields the most "doable" plan.

- **Added operational stability:** Fewer knee-jerk reactions to unplanned orders, thus less expediting, and fewer interpersonal confrontations between well-meaning people just trying to get the job done.

- **Added professionalism and polish in dealings with various external stakeholders in the business:** Flows from added stability, vendors will be the first to notice. By making the flow of materials and services more stable, you make the vendor more profitable, thus you can negotiate price reductions.
**Soft Benefits**

- **Improved morale:** Job stress is a result of high expectations from a person, with little personal control over how to deliver the results. Key participants can influence their destinies.

- **Better internal communications:** The professional/administrative and middle manager levels must talk to each other clearly and consistently to prepare the briefing documents required by the executive attendees.

- **Improved succession management:** As people learn more about the inner operations of the firm, they are better prepared for cross-functional movement in the organization.

- **Improved work habits:** The simple discipline of doing things right and seeing results motivates people to improve their contributions if for no other reason than they want to look good.

- **Improved esprit de corps:** Not quite the same as morale because it relates specifically to the group ethic. As in the military, people begin to know they can depend on a buddy.

**Limitations of Supply Chain Planning Processes**

While S&OP and PSI Planning are helpful processes companies can follow to manage their supply chains, they are not perfect. Both require tremendous levels of cooperation and coordination between departments to formulate supply chain plans. These departments must also provide copious amounts of data to support their assumptions and recommendations.

This dependence on departmental data highlights a critical weakness in the supply chain planning process. Many manufacturers lack an integrated IT infrastructure to help them manage their business, let alone plan their supply chain and optimize their factories effectively. At best, they have multiple stove-piped applications (e.g., forecasting, production planning, inventory, sales, etc.) that feed disconnected databases. At worst, they rely on a series of complicated spreadsheets to gather and manage critical operational information manually.

Since many manufacturers have to use outdated or inaccurate information, critical decisions about supply and demand are often based on educated guesses/estimates rather than an accurate analysis of current conditions. Since the resulting plans rarely reflect reality, they are too often treated as static documents—something to be filed away immediately and dusted off only for future analysis.

Manufacturers can transform their static supply chain plans into dynamic operational guides by supplementing their existing planning processes with an integrated IT infrastructure and common data sources. With more accurate and timely information, manufacturers can increase confidence in and streamline their planning processes, become more responsive to changes, and achieve their business plan more effectively.
Glovia: An Integrated IT Infrastructure for Optimized Planning

GLOVIA G2, the extended ERP suite from Glovia International, is an ideal tool to achieve this integrated IT enterprise structure, plan and synchronize operations optimally, and achieve corporate objectives faster.

For example, Glovia solutions explicitly answer the question, “Of what you could sell, what should you sell to make the most money?” Profit-optimized sales and operations bring together your best demand plan—what you could sell—with a supply plan that understands your supply chain constraints and the potential margins generated by each demand—what you should sell—to maximize profits.

The following are the principle GLOVIA G2 tools that you could deploy to succeed in Sales and Operations planning:

**GLOVIA G2 Forecasting**
GLOVIA G2 Forecasting provides manufacturers with a powerful and flexible tool for predicting future demand for their products and end-items. The module delivers sophisticated “what if” tools and pre-built models manufacturers need to characterize sales histories precisely and accurately, analyze recent demand trends, and transfer final forecasts to production planning.

Forecasting allows manufacturers to develop weekly or monthly forecasts and to divide product-demand history into smaller, more homogeneous demand streams. These demand streams can also be broken down by customer type, which simplifies the process of consolidating multiple forecasts into an enterprise-wide view of demand.

**Glovia G2 Supply Chain Planning**
GLOVIA G2 Supply Chain Planning enables manufacturers to synchronize enterprise-wide production and supply with enterprise-wide demand. The solution allows manufacturers to aggregate total demand and centrally plan the production capacity and inventory required to satisfy that demand. Supply Chain Planning consolidates sales, production, inventory, and purchasing information to help companies become more demand-driven.

Supply Chain Planning helps manufacturers increase responsiveness by shifting the planning process closer to actual demand. Manufacturers can then synchronize production and procurement activities with that demand more effectively and in the process lower costs, decrease inventory levels, and improve customer service. By synchronizing internal and external supply chain processes, GLOVIA G2 Supply Chain Planning helps manufacturers transform themselves into demand-driven organizations that are more flexible and can respond quickly to changes in the market.

GLOVIA G2 Supply Chain Planning delivers substantial benefits to manufacturers including:

- Increased responsiveness to market changes
- Improved visibility into aggregated demand as well as enterprise-wide production and supply
- Reduced inventory levels
- Improved customer service and on-time delivery performance
- Optimized supply to meet demand profitably
- Lowered inventory, distribution, and transportation costs
- Increased demand forecast accuracy with compressed planning cycle times
GLOVIA G2 Factory Planning
GLOVIA G2 Factory Planning is a memory-resident planning tool that simultaneously considers the constraints of capacity, inventory, tooling, and skills to generate an optimized production plan. Factory Planning supports advanced optimization algorithms that reduce set-up times and improve the flow of complex processes.

Factory Planning is a flexible solution designed to meet all planning needs. In a live environment, the application can re-optimize the production plan in response to machine breakdowns or unexpected inventory shortages. In a simulation environment, Factory Planning allows users to run and compare multiple plans to find the best solution that balances inventory requirements with actual planned operations. The solution allows you to conduct multiple “what if” scenarios, based on master production scheduling forecasts, to identify and deal with potential production bottlenecks and capacity constraints before they affect production.

Planning does not end with the creation of an optimized production schedule; there must be communication to the shop floor for execution. For this reason, Factory Planning has been designed to sit at the heart of manufacturing execution systems.

The solution enables the seamless execution of the production plan by having shop floor terminals interrogate it for the correct and current work queue at each work center. In combination with GLOVIA G2 Shop Floor Data Collection, details recorded at these terminals, such as completed work orders, are instantly fed to Factory Planning to ensure the plan is on track.

Factory Planning delivers many bottom-line business benefits including:

- Real-time planning
- Increased information visibility
- Higher machine and resource utilizations
- Less overtime and idle time
- Eliminated bottlenecks and repair/maintenance impact
- Reduced inventory levels
- Reduced cycle times
- Accurate capable-to-promise
- Improved on-time delivery and customer service

GLOVIA G2 Material Requirements Planning
GLOVIA G2 Material Requirements Planning (MRP) helps you reduce inventory material investment and improve productivity and customer service by getting the right materials to the right place at the right time.

MRP can be driven by the master production schedule to ensure that high-level requirements are consistent with the authorized production plan. MRP is integrated with your live inventories, work orders, projects, and sales and purchase orders to ensure that the latest information is always considered. MRP is also integrated with GLOVIA G2 Engineering to provide access to currently effective bills of material, routings, and item planning policies.

MRP gives planners on-line access to the critical information necessary for successful planning. You can review calculated demand from the master production schedule and dependent demand from production orders. You can also view material commitments, shortages, and purchased material supply. To help incorporate current conditions into the planning equation, the system provides the ability to process either selective or mass updates of planning statuses and lead time changes—and also the ability for complete on-line exception processing that includes sensitivity filters.
No single view of supply and demand data can satisfy all of your planning needs. Strategies to support near-term production require one view, while long-range material commitments require another. That is why MRP offers multiple planning cycles with variable phasing and planning horizons. The MRP system can also be used to generate purchase requisitions and work orders and to release contract purchase orders automatically with allocations across multiple suppliers.

**GLOVIA G2 Master Production Scheduling**

The master production scheduling process translates a business plan into a dynamic and comprehensive product-manufacturing schedule. GLOVIA G2 Master Production Scheduling (MPS) helps your management team balance and integrate the needs of marketing, manufacturing, finance, and especially your customers.

Master scheduling requires ongoing analysis, measurement, and adjustment to achieve revenue goals and ensure profitability through the careful allocation of materials and resources. MPS gives you a set of powerful tools for resource planning and scheduling, analysis, and performance measurement.

MPS, to help resolve any conflicts, takes a variety of variables into account including available inventory, forecasted sales, actual backlog, and firm planned production among others. A "what if" simulation capability ensures the best possible manufacturing scenario because it allows you to analyze the effects of alternate scenarios using either current or simulated data.

Because no single view of your supply and demand data can satisfy all of your planning needs, MPS enables you to create and maintain an unlimited number of planning scenarios: one for near-term deliveries; another for long-range production capacities; and so on. Each cycle provides a unique view of the information necessary to help you develop the correct priorities for your factory.

MPS can give you an on-line "snapshot" estimation of the profit or loss that your build plan will yield. Performance analysis can be based on current or simulated data. This helps you focus on areas of maximum payback and set priorities before committing critical resources.
Conclusion: A Process For Balance Within Fluctuating Demand and Capacity

Managing a manufacturing supply chain is an extremely complex and demanding process. However, Sales and Operational Planning provides a method—a process—where the key decision-making personnel throughout the chain in your enterprise can bring the proper organizational knowledge, experience, and metrical information to bear in order to measure performance and achieve objectives.

The S&OP process is a means by which manufacturers can manage market demand and capacity fluctuations by balancing marginal cost and marginal revenue in order to assure maximum profit. If a manufacturer provides a real-time IT infrastructure with extended ERP solutions so that optimized forecasting, planning, and production can be executed, Sales and Operational Planning can link business functions together, drive out problems, resolve conflicts, and provide increasing, bottom-line value.

For more information about how Glovia can help you improve your Sales and Operations Planning process, please visit www.glovia.com.
International Headquarters
Fujitsu Glovia, Inc.
200 Continental Blvd., 3rd Floor
El Segundo, CA 90245 U.S.A.
Toll Free: (800) 223-3799
Phone: (310) 563-7000
Fax: (310) 563-7300
www.glovia.com

EMEA
Fujitsu Glovia B.V.
Gebouw "De Spoortoren"
Fellenoord 350
5611 ZJ Eindhoven
The Netherlands
Phone: +31 (0) 40-2655355
Fax: +31 (0) 40-2451444

Japan/Asia
Fujitsu Limited
C-5F, Fujitsu Solution Square
17-25 Shin Kamata, 1-Chome
Ota-Ku, Tokyo 144-8588 Japan
Phone: +81 (3) 3730-3145

United Kingdom
Fujitsu Glovia UK Ltd.
960 Capability Green Luton
Bedfordshire LU1 3PE
United Kingdom
Phone: +44 (0) 1582-635070
Fax: +44 (0) 1582-635270

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