

SAP S/4HANA · PP/DS · FIELD GUIDE

Planning Strategies

How the production program is built — and how **sales orders** consume the **forecast (PIRs)** as real demand lands.

MAKE TO STOCK

MAKE TO ORDER



One setting decides the whole program

The **planning strategy** — set as the **Strategy Group** on material master **MRP 3** — decides which demand is MRP-relevant, and how **sales orders** consume the **planned independent requirements (PIRs)** — the forecast.

FORECAST-DRIVEN

ORDER-DRIVEN

pure make-to-stock

pure make-to-order

It spans a spectrum.

Same product, different strategy = a different plan, different stock, different promise date.

Forecast-driven

Build to stock — plan from PIRs

10

Net Requirements Planning

Plan purely from PIRs; stock is netted.
Sales orders aren't MRP-relevant —
PIRs reduce only at goods issue.

Stable, decoupled make-to-stock.

LSF**11**

Gross Requirements Planning

Plan gross — warehouse stock is
ignored; production runs to the
forecast regardless of stock.

Steel, cement, food, process.

BSF**40**

Planning with Final Assembly

Pre-build the whole product from
PIRs; sales orders consume PIRs
and the plan flexes to real demand.

The default, most flexible MTS.

VSF**70**

Planning at Assembly Level

Plan and pre-build key sub-
assemblies from their own PIRs;
higher levels' reqs consume them.

Many variants share long-lead parts.

VSFB

Four make-to-stock strategies — forecast leads, stock absorbs demand

Order-driven

Build to order — the sales order leads

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Make-to-Order Production

Nothing is planned until a sales order arrives; the order is the only pegged requirement in its segment.

Customer-specific, low-volume / ETO. **KE**

50

Planning w/o Final Assembly

Pre-produce components from PIRs, but finished orders stay non-convertible (VP) until a sales order.

Long-lead parts, quick final assembly. **VSE**

60

Planning with Planning Material

A planning material carries PIRs that pre-procure shared, non-variant parts; the product is made to actual orders.

Families sharing common parts. **VSEV**

81/82

Assembly Processing (ATO)

The sales order directly creates a supply element with a component ATP check. 81 = planned, 82 = prod.

Configurable, assembled from stock. **ATO**

Four order-driven strategies — the sales order pulls the build

The consumption trap

A sales order **consumes PIRs** by **consumption mode**:

1 backward = PIRs dated before the order · **3 forward** = after
2 / 4 = combined · plus a period (default: backward 999 days)

GOTCHA

Mode 1 with no interval

consumes only **same-day** PIRs — a silent forecast leak most people never notice.

The mode you pick quietly decides how much of your forecast actually gets consumed. Set it on purpose.

The PP/DS link nobody checks

THE RULE

Same technical key.

The S/4HANA planning strategy and the PP/DS requirement strategy **must share the same key**.

Standard pairs are **hard-coded**. But **custom** strategies must be defined in **both** — including the requirement class with an assignment mode...

...or forecast consumption silently breaks.

Where you set it

MRP 3

Strategy Group, on the material master

MD61

Enter your planned independent requirements

MD74

Reorganise unconsumed PIRs

Individual / Collective indicator

drives per-order vs pooled component procurement —
a small flag with a big downstream effect.

Knowing it isn't running it.

You can know all eight strategies cold.

Your team still has to know **which one** **your** business runs — and how to operate it on **your configured system**, live, on go-live day.

That gap — standard vs configured —
is where go-lives wobble and the helpdesk fills up with questions training never covered.



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