Achieve Short Term Benefits and Long Term Results ...  

Workshop Overview:

This two-day business forecasting workshop covers the fundamentals of demand management and planning, including roles/responsibilities and accountabilities, definitions, process flows, levels, timing and horizons, technologies, and mechanics.

We will explore best and worst practices companies are applying today; ‘demystify’ statistical forecast methodology and models using Excel and then discuss the applicability of these models to SAP APO DP, JDA Manugistics and i2, ForecastPRO and other systems.

Special time has been allocated to discuss exception-driven forecast tools and management techniques that direct attention of forecast managers to the issues that need to be addressed before publishing new forecast to the S&OP process.

Following the Forecast Process Model as defined by Institute of Business Forecasting and Planning (IBF), the workshop has been designed with both Senior Managers and Practitioners in mind.

Presented by Charles Novak, CPIM

“I would describe Charles as someone extremely passionate and knowledgeable about forecasting & planning that goes above and beyond to help others. I’ve always admired his great ability to teach people what he knows. I value his professionalism and always look forward to working with him.”

Managing Director, Institute of Business Forecasting & Planning - IBF
THE AGENDA

Benchmarking best practices and strategies to maximize forecast accuracy.

Module 1: Data patterns and demand variability
- The Bullwhip Effect
- Demand Variability and the methods to minimize It
- Identification of quality and definitions
- Recognition of data patterns
- What kind of problems to look for in the data and how to treat them

Group Activity 1 - Outlier recognition and treatment — activity based on a collection of CPG, Service, and other data sets. We will explore how to deploy basic statistical process control techniques to validate quality of the data before generating forecast.

Module 2: Quantitative Forecasting models:
- How much data to use for different statistical models?
- Ongoing diagnosis of the statistical forecast quality and improving the model performance
- Choosing best fit approach for forecasting based on different products life cycle profile and seasonal profile
- Exploring the essential elements of Time Series Models:

Group Activity 2 - Exponential smoothing and Averages. We will explore simple forecasting models by building them in MS Excel. These models are common to all forecasting systems in the market. Many forecasters create higher forecast error by simply not understanding the impact of changing the models or their statistical parameters. By building these models in excel, we will solidify your knowledge of these critical base concepts.

Module 3: Cause and effect models
- Regression models
- When to use regression models
- Steps in development
- Key assumptions

Group Activity 3 - Holt Winters (Triple Exponential Smoothing) By analyzing this model used virtually by all forecasting software and systems, we will gain solid understanding of how the Level, Trend and Seasonality are used in creating sound statistical forecast.

Group Activity 4 - Electric utility company Practical walk-through multiple regression forecasting technique using external data as leading indicators.

Module 4: Qualitative Forecasting Methods
- Demand creation and influence factors
- Evaluating the pros and cons of qualitative methodologies and discussing their appropriate application:
- Selecting the most appropriate forecasting method and model based on situation to maximize its accuracy
- Combining both quantitative and qualitative forecasting approaches

Group Activity 5 - Using dummy variables to forecast impact of promotional activity and moving holidays.

Module 5: New product forecasting
- New product success and error rates
- New product success and failure factors
- Issues to consider when developing new product forecasts
- Qualitative and Quantitative methods used in new product forecasting.

Group Activity 6 - MAPE versus WMAPE

Module 6: Promotions forecast
- Promotions forecast error rates
- Manage the process for unplanned and abnormal demand
- Factors, issues, and considerations in developing promotions forecasts
- Cannibalization impact of promotions on base / open stock SKUs.

Group Activity 6 - New product forecast development Discuss and understand the concepts of modeling forecast for new products that fall into line-extension category.

Module 7: Minimizing forecasting error
- Forecast error metrics
- Uses of forecast error measures
- Sources of error
- Error analysis, communication and remediation
- Exception driven forecasting process
- Relationship between MAPE / Bias, Customer Service and Inventory KPIs

Group Activity 7 - Predicting Bank’s Mortgage activity based on the Home Sales We will build a Linear Transformation template to predict value of mortgages issued based on the market data.

Module 8: Best and Worst forecast practices
- Learning from the worst practices in the mechanics of forecasting and process
- Increasing forecasting accuracy through people, data, models and demand planning software integration

Group Discussion: Role of Demand Planning in S&OP process.

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Hands-on MS Excel Bring your laptop.
• Designed by professionals with combined 50+ years of practical business forecasting / demand planning experience.
• Layered with group activities and hands-on Excel exercises that foster stronger understanding and retention of materials covered during the workshop.
• Practical understanding of leading forecasting software and systems including SAP APO, MANUGISTICS, i2, DEMANTRA and others to facilitate the discussion pertaining to software selection / use and program content applicability to individual systems.
• Workshop aligned with Institute of Business Forecasting and Planning (IBF) Certified Professional Forecaster (CPF) designation.

HOW WILL YOU BENEFIT?

• Develop and refine methods and processes to link forecasting to the growth of revenue.
• Master the skill to "sell" demand planning to your organization through higher inventory turns and higher customer service.
• Leverage on the value of internal and external collaboration that leads to more accurate forecasts.
• Enhance your knowledge of statistical concepts that are fully applicable to all forecasting software packages and systems.
• Learn ways to incorporate the market intelligence into statistical forecasting.
• Analyze patterns in data and gain understanding of data cleansing methodologies that lead to better statistical base line forecasts.
• Interpret level, trend and seasonality changes to develop more accurate forecasts.
• Acquire knowledge of how to setup the Exception Driven forecasting process that improves the utilization of your resources.
• Explore and learn from Worst Practices in Forecasting.
• Explore and apply Best Practices in Forecasting.

THE COURSE

The workshop is specifically designed to address key issues in the minds of those with management and executive responsibilities and those who work alongside them. Attendees will hear real world lessons learned that will enable better decision making when they are back in their offices. Group activities and discussions offer more in-depth look into forecasting and planning. Extra time is devoted to hands-on segments of workshop to demonstrate forecasting concepts and their applicability. The overview of Best and Worst Forecasting practices is designed to demonstrate real life situations we have experienced first-hand as line-managers and when helping our clients to reach their objectives.

IMPORTANT: To translate and expedite classroom learning to real-life applications, participants are HIGHLY ENCOURAGED to bring their own laptops. DATA ANALYSIS MS Excel Add-In MUST BE ACTIVATED.

The Value Continues After the Workshop….
• 60 days post-workshop support via phone / email on workshop covered materials / topics.
• Web forum for workshop participants to enable them to consult with their peers and/or escalate the questions directly to Jaguar-APS.
• All workshop materials available for downloads from Jaguar-APS web forum, including library of reference materials and previous course materials.

WHO SHOULD ATTEND

This Workshop is Designed for Directors, Managers and Analysts Responsible for:

• Forecasting / Planning
• New Product Forecasting
• Supply Chain Management
• Allocation and Planning
• Load Forecasting
• Strategic Planning
• Demand Management Process
• Brand Management
• Promotions Planning
• Finance
• Production Planning
• Merchandising
• Product Life-Cycle
• Trade Promotions
• Retail Collaboration
• Sales
• Marketing
• S&OP
• Statistical Modeling

Workshop Price CAD $1,195; Early Bird Price CAD $995 Available Until March 18, 2012. 10% Refund for Groups of Three or More From the Same Company.

Register today at: www.jaguar-aps.com
Charles L. Novak, CPIM
Principal Consultant, Jaguar-APS Inc.
Senior Business Consultant, Institute of Business Forecasting (IBF)

Charles Novak has over 20 years of management and consulting experience in Demand and Supply Planning. As a leading member of Jaguar Advanced Planning Services Inc., Charles has worked with leading Fortune 500 Companies. Among his achievements include initiating organizational design and implementation of demand planning function and process.

Charles has helped implement demand planning systems to several of Jaguar-APS clients. Most recently, SAP APO DP to a client in Saudi Arabia and Manugistics DP and SAP APO DP systems to two major CPG companies in Canada.

Charles was also the Head of Demand Planning Department at Pfizer Consumer Healthcare, Canada where he was responsible for the development, agreement, and accuracy of the $380 Million demand forecast, as well as for the research, evaluation, and recommendation of new technology in the demand planning area. He was an active member of the Executive Sales & Operations Planning Process.

Charles regularly speaks at IBF (Institute of Business Forecasting) and IIF (International Institute of Forecasters) conferences and workshops worldwide.

Charles has taught courses for APICS Certification in Production and Inventory Management (CPIM) and Fundamentals of Operations Management since 1999. In addition, he has led numerous in-house training sessions/workshops on Demand and Inventory Management for Sales, Marketing and Market Operations teams. During the past year alone, the number of professionals he trained in public and in-house settings exceeded 320 in Canada, Europe, Asia, and the Middle East.

Jaguar-APS is a premier full service provider of Forecasting and S&OP related services. The company has successfully delivered and optimized a broad range of Demand and Supply Management and S&OP Processes, designed and implemented organizational change and systems in North America, Europe, Asia-Pacific, and Middle East in the FMCG/CPG, Retail and Food industries.


Affiliations:

Some of our Public and In-House Workshops Clients:
ABBA, Saudi Arabia
Abbott
Aptex
BASF
Baxter
Bayer
BMW, Malaysia
BP
British American Tobacco
Cadbury, Singapore
Celcom
Ciba Vision
Coca-Cola
Colgate-Palmolive
ConAgra Foods
Danone
Delphi Computers
Dubai Electricity & Water Company
Etisalat, UAE
France Telecom Group
Gambo, Hong Kong
Grace
GSK
Hanes Brands
Heineken
Heinz
Imperial Tobacco, Taiwan
Ingersoll Rand
Johnson & Johnson
Laird Technologies
L.L. Bean
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Lafarge Cement
Maple Lake Inc.
Mead Johnson
MARS
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Raymond Chabot Grant Thornton
Robert Transport, Quebec
SABIC, Saudi Arabia
Sanofi-Aventis
Saudi Aramco
Sony
Toshiba Electronics
Triumph
Unilever
Walmart

TESTIMONIALS

“The workshop matches my expectations. I aimed to understand forecasting theory, industry environment, and gain experience on existing tools. The workshop was practical with series of hands on activities. Although I am not responsible for hands on, it provided a condensed environment for me to experience execution.” Senior Director Supply Chain & QA, McDonald’s (China) Co., Ltd.

“Great learning experience with lot of real life practical examples. To learn how we can develop a basic forecasting tool from EXCEL is just fascinating!” Manager - Sales Planning Allocation, Proton Edar, Malaysia

“Examples shown in class and the discussions surrounding different forecasting systems gave me a jump start in building all the tools we presently use in the company. M. Novak gave good "to do / not to do" points that saved me many time-consuming errors.” Demand Planning Manager, Robert Transport

“What I like about the workshop is working with forecasting spreadsheets. A walk through the use of these spreadsheets helped us understand how the forecasting methods explained in the workshop are being implemented in the software systems. I’m very satisfied with the overall contents of the workshop.” Brand & Category Manager, Tupperware

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