

APAC - Global beer brewing company

Situation: After 1 year in a new emerging market in APAC poor forecast accuracy, very low customer service, low credibility of sales forecasts, overproduction of seasonal brands and pressure from parent company to move to number 2 in the market.



**Opportunity**

Change process to improve forecast approach from sales driven to consensus  
 Identify / develop tools to enable statistical forecast, its overrides and transfer to master schedule  
 Identify / develop master production tool suitable to the market



**Actions**

Developed excel based forecasting tool that allows for management overrides and integration of lunar year holidays  
 Developed master scheduling tool  
 Worked with local IT to connect forecasting and scheduling to data and manufacturing  
 Implemented Consensus driven forecast approach  
 Trained demand planner and management team on the S&OP process and new tools



**Managing Expectations**

Phased implementation starting with the excel tools to enable S&OP process  
 Projected implementation of global SAP APO planning and forecasting tools after 2 years  
 Ongoing management commitment to change required



**Results**

Significant improvement in forecast accuracy and in customer service  
 Significant reduction in overproduction  
 Improved trust in sales numbers and sales collaboration with the supply chain