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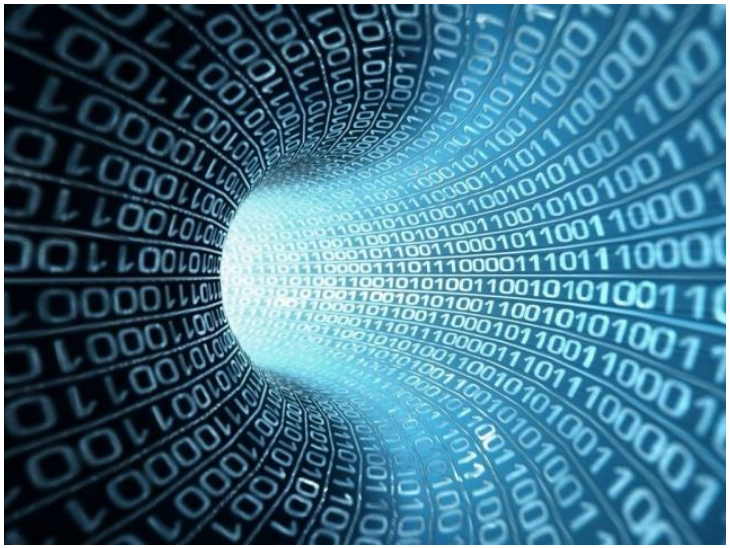

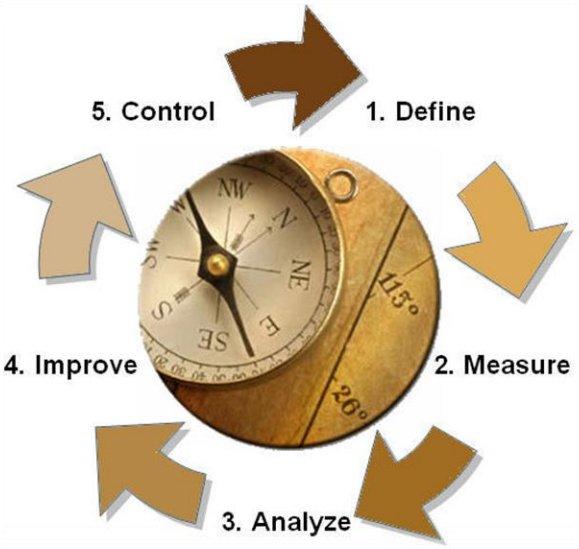

Demand-Driven Forecasting

LinkedIn

Charles.Novak@Jaguar-APS.com

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Who we are and what we do….

Some of our clients….

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Continental Sime Tyre
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UPM
Heineken
Unilever
Nestlé
CONVERSE
Bonduelle NORTH AMERICA World leader in processed vegetable
DORMA
fgf brands
sabic

Introduction

Who needs forecasting?

Forecasting Where?

- Time series forecasting is applicable to almost all organizations that work with quantifiable data.
  - Retail stores forecast sales
  - Energy companies forecast load and reserves, production, demand and prices
  - Educational institutions forecast enrollment
  - Passenger transport companies forecast future travel
  - Banks forecast new home purchases
  - Service companies forecast staffing needs
  - Hospitals forecast surgeries
  - FMCG forecast demand for their products
  - Other …

Introduction: Recent Developments

Demand forecasting drives real value within the supply chain.

Demand-driven forecasting has become a discipline that senses, shapes and responds to the real demand.

Predictive analytics used to:

- Uncover patterns in consumer behavior.
- Measure effectiveness of marketing investment.
- Optimize financial performance.
- Shape and proactively drive demand using what-if simulations.
- Sense demand signals and shape the future demand supported by data mining technologies.

Predictive Analytics and Supply Chains

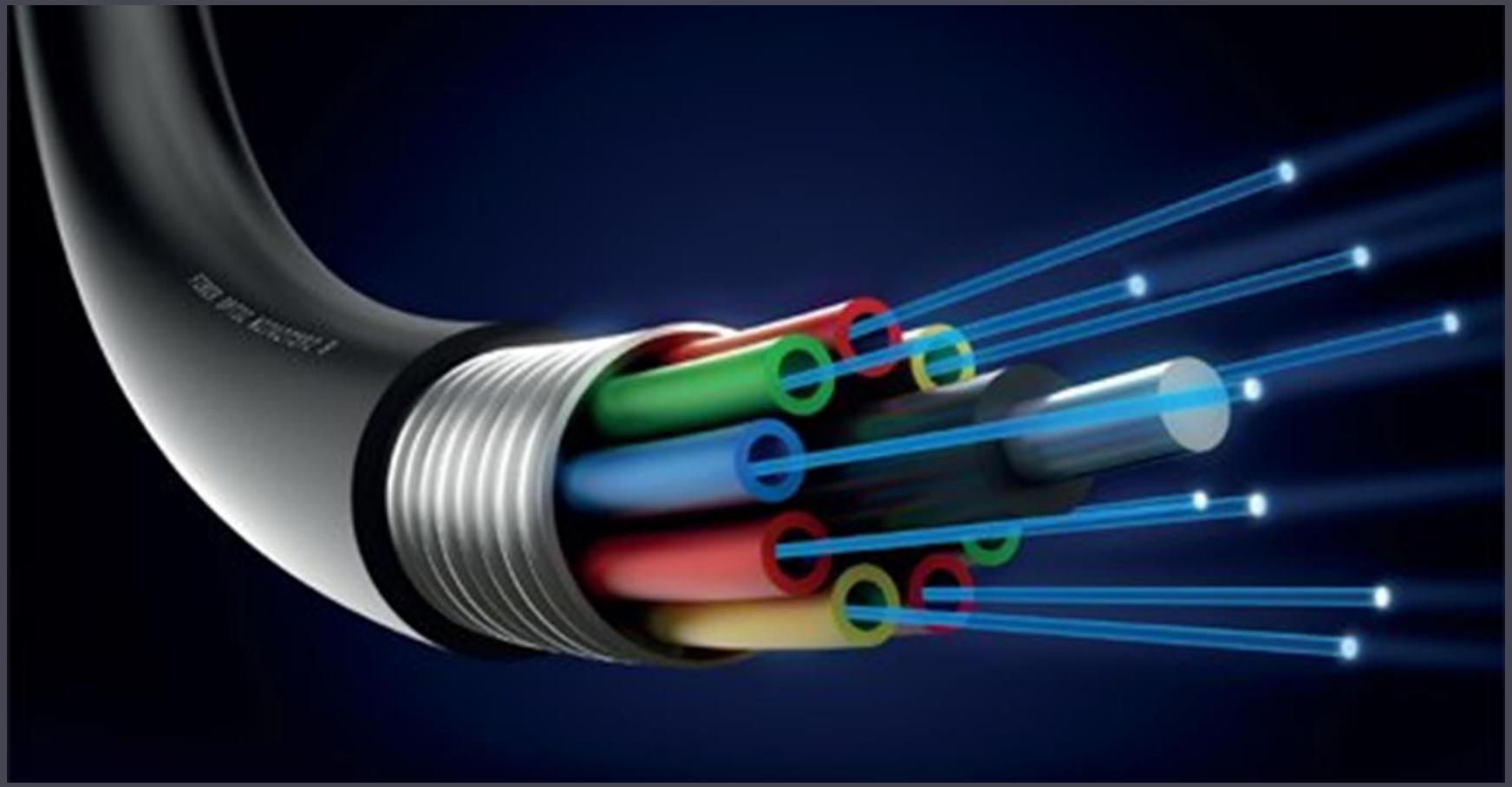
- Cost perceived too high
- Focus on investments that provide immediate and tangible results.
- Too complex to connect the data nodes across extended supply chain.
- Big data is a distraction at the moment.
- Skillsets in supply chain and IT are limited.
- Disconnect between the need and silo managed IT and other departments.
- Demand planning not a Core Competence.

Why Not

- Strong potential to transform the way in which supply chain managers lead and supply chains operate.
- Senior management's need to grow the business profitably.
- Multi-echelon supply chains require quick and correct signals to operate effectively.
- "Heads-up" to help sense, analyze, and better respond to market changes.
- Data equals information and information equals profit.
- Pressures to synchronize demand and supply to understand why consumers buy products.

Why Yes

Data Mining



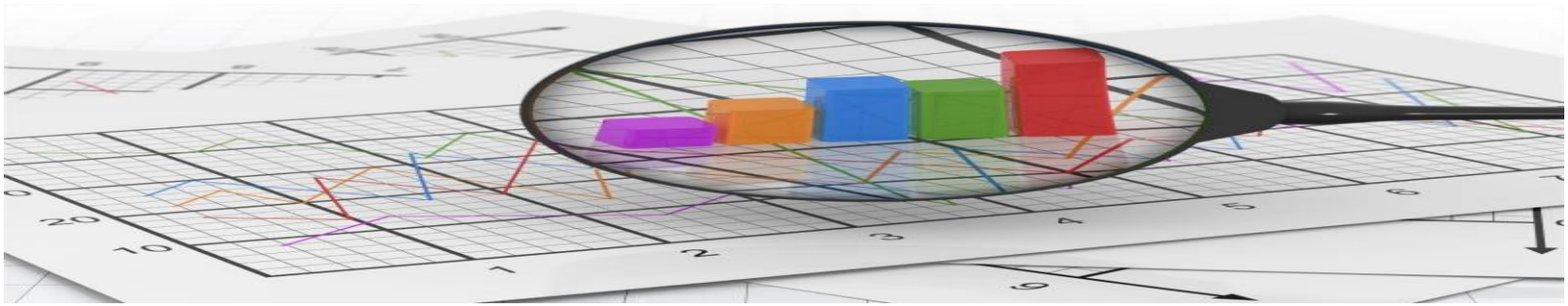
Data Mining

- Descriptive analysis
  - **Association** - looking for patterns where one event is connected to another event.
  - **Sequence or path analysis** - looking for patterns where one event leads to another later event.
  - **Classification** - looking for new patterns. (May result in a change in the way the data is organized but that's ok.)
  - **Clustering** - finding and visually documenting groups of facts not previously known.
- Predictive analysis
  - **Forecasting** - discovering patterns in data that can lead to reasonable predictions about the future (This area of data mining is known as predictive analytics.)

Data mining is sorting through data to identify patterns and to establish relationships.

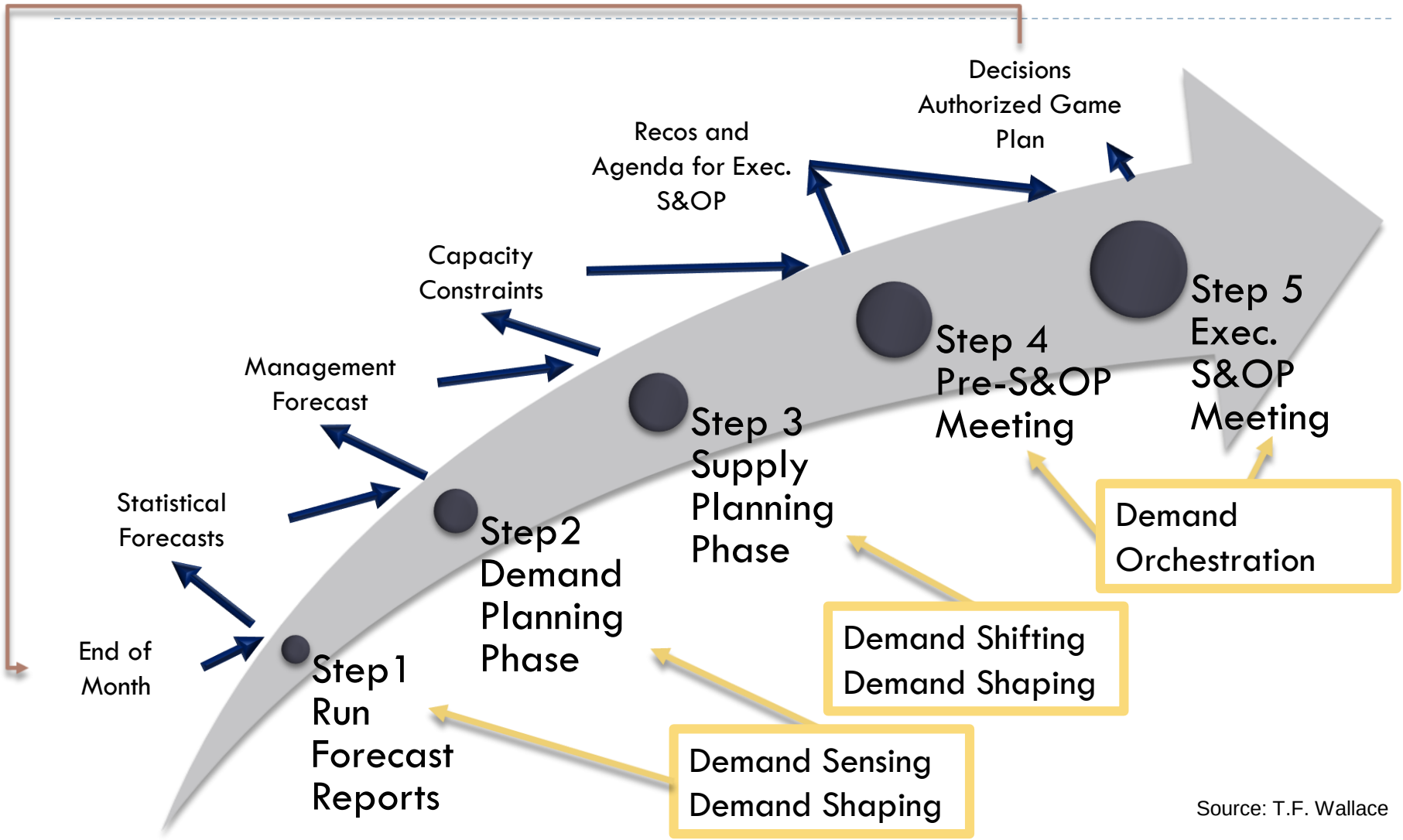
Managing by Analytics

- Analytics resolve differences of opinion.
- Initial discussion based on opinions but has to be supported by numbers.
- Cross-functional involvement to improve alignment.
- Typically, managing by analytics is a MAJOR CHANGE.
- Teams work best when analytics rule discussion.



Demand-Driven Forecasting & Supply Chain

Monthly Demand-Driven S&OP Process



Source: T.F. Wallace

Source: Charles Chase, SAS

Traditional

- Static analytical methods based on trend and seasonality.
- Aggregate level (SKU national, SKU market, …)
- Manual overrides to history and/or future – judgemental approach.
- Standalone product generation strategies and rigid monthly process.
- Does not capture changing market dynamics.

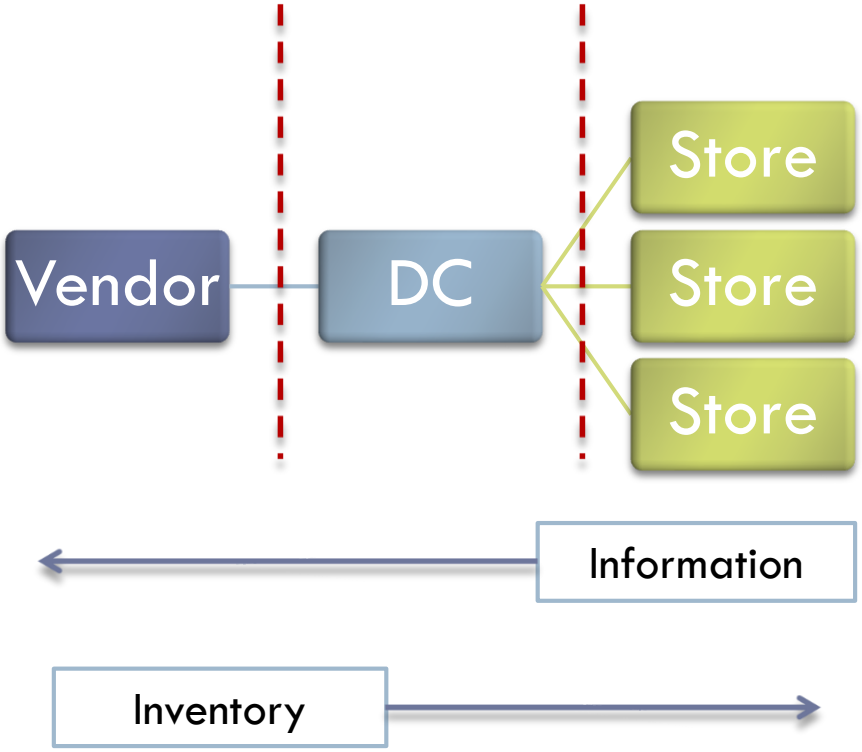
Demand-Driven

- Shift from trend and seasonality to dynamic demand signals
- Focus on demand-driven framework of shaping and sensing, and orchestrating demand across products, geographies, channels, and customers.
- Integrated, focused, analytic-driven process supported by predictive analytics, market intelligence, more sophisticated technologies.
- 'Real-time' forecasting based on market volatility and dynamics – sensing demand signals weekly and managing demand orchestration daily for rapidly changing markets.

What is Demand-Driven Forecasting?

Inside-out (Push) strategy issues

"If replenishment takes care of inventory problems, what caused the inventory problems in the first place?"



- Downstream demand accumulated ad presented as aggregate total.
- Delay in the initial demand from original customer.
- Service level need is an average.
- Upstream supply expected to be at 100% service level.

Supply Chain Trends… Evolution from Push to Pull

Push / Inside-Out

- SELL what you MAKE
- Is the demand the resu
  consumption at a sto
- Is the demand up
  of the downstre
  demand or th
  warehouse
- How lon
  becom
- Doe
  tr
- ve enough time to rec
  ue demand when it finally
  be es known?

Current supply chains catch orders and shipments and assume that they are representative of the market.

Pull / Outside-In

- MAKE what y
- From INSIDE
  IN
- It is a
  ent

Supply chain leaders can sense dynamics in the market and translate it through organization and alert the right person at the right time to make the right next action.

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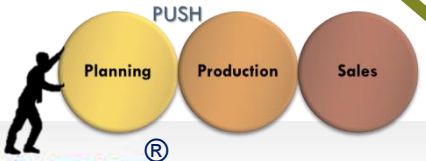
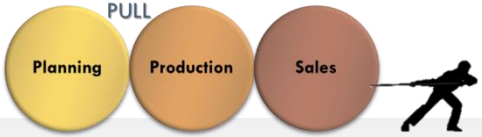
acture to their





Data Analysis

Data Patterns – Attributes and Variables

Application of SPC to Forecasting

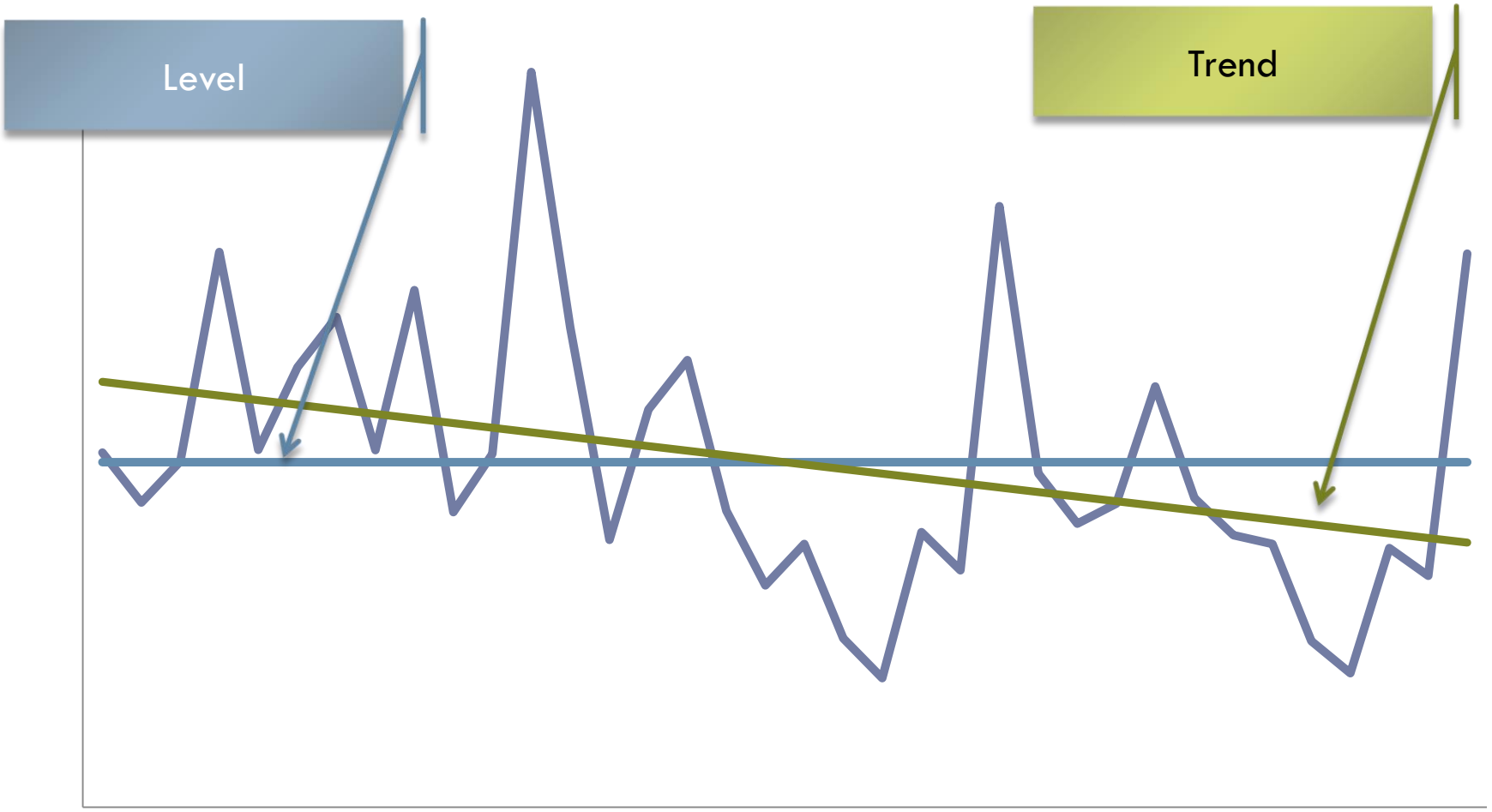
- SPC (Statistical Process Control) focuses on Variables and Attributes in the dataset.
  - **Attributes data = specific values that we DO EXPECT in our data**
    - Level, Trend, Seasonality, Moving Holidays, Promotions, Competitive Activity, etc.
  - **Variable data = any value that we DO NOT EXPECT / WANT in our data**
    - Out-of-Stock, Trend Intervention, Irregularly Scheduled Promotion, Competitive Activity, Economics, etc.
  - Normal Distribution - Control charts

Understanding Your Data

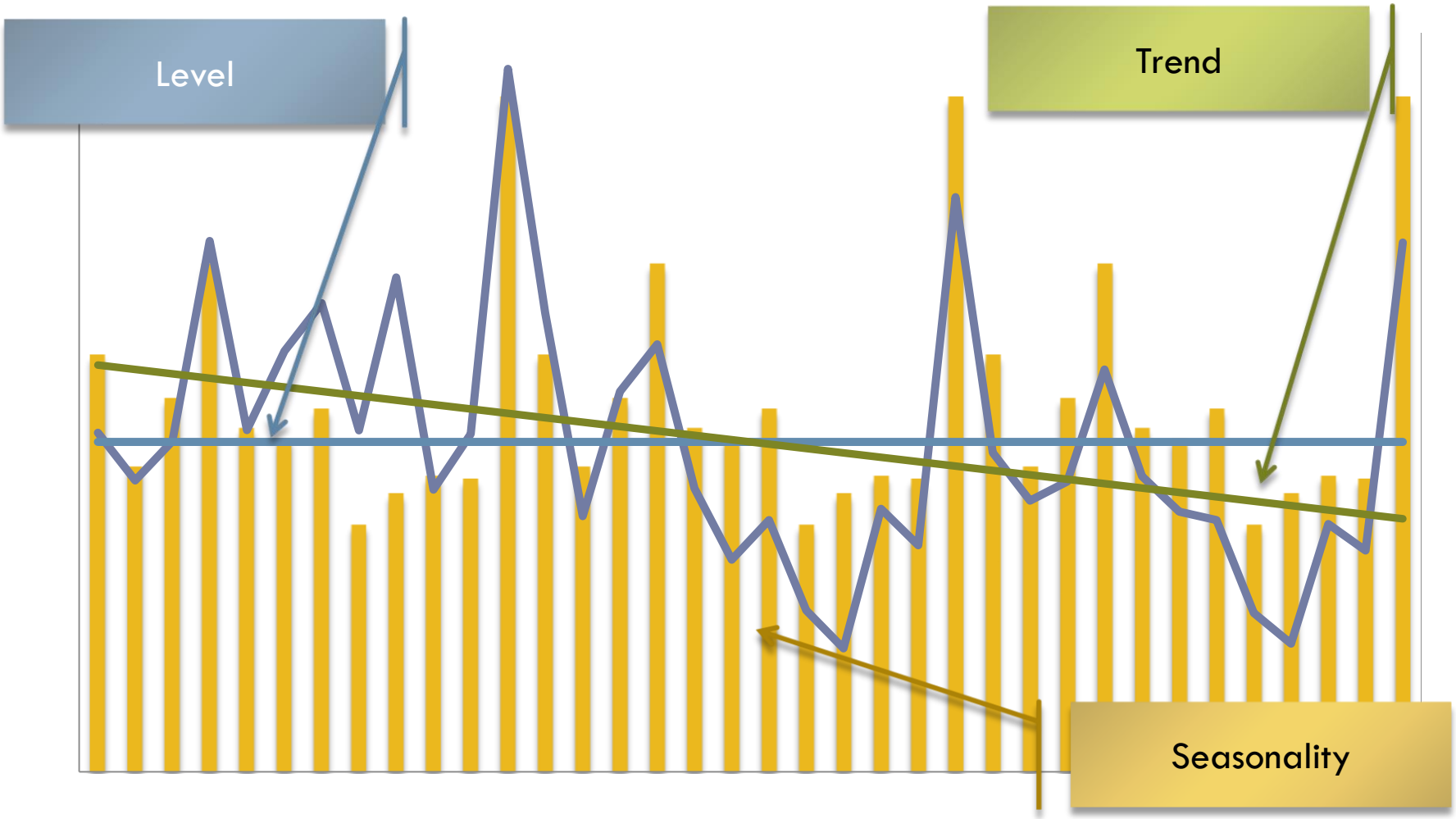
- Line graph is ideal for visualization of time series.

Recognizing Data Attributes

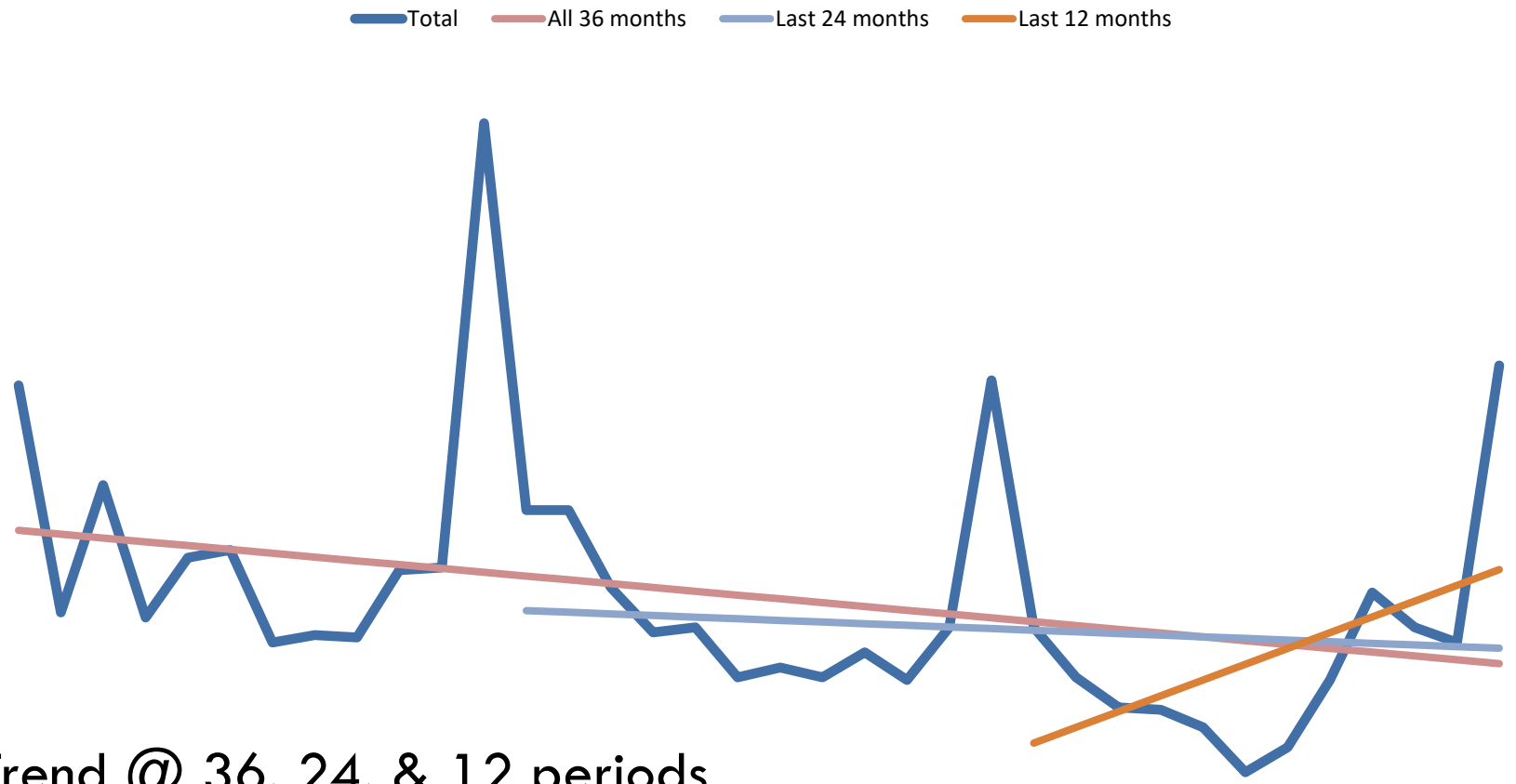
Recognizing Data Attributes



Recognizing Data Attributes



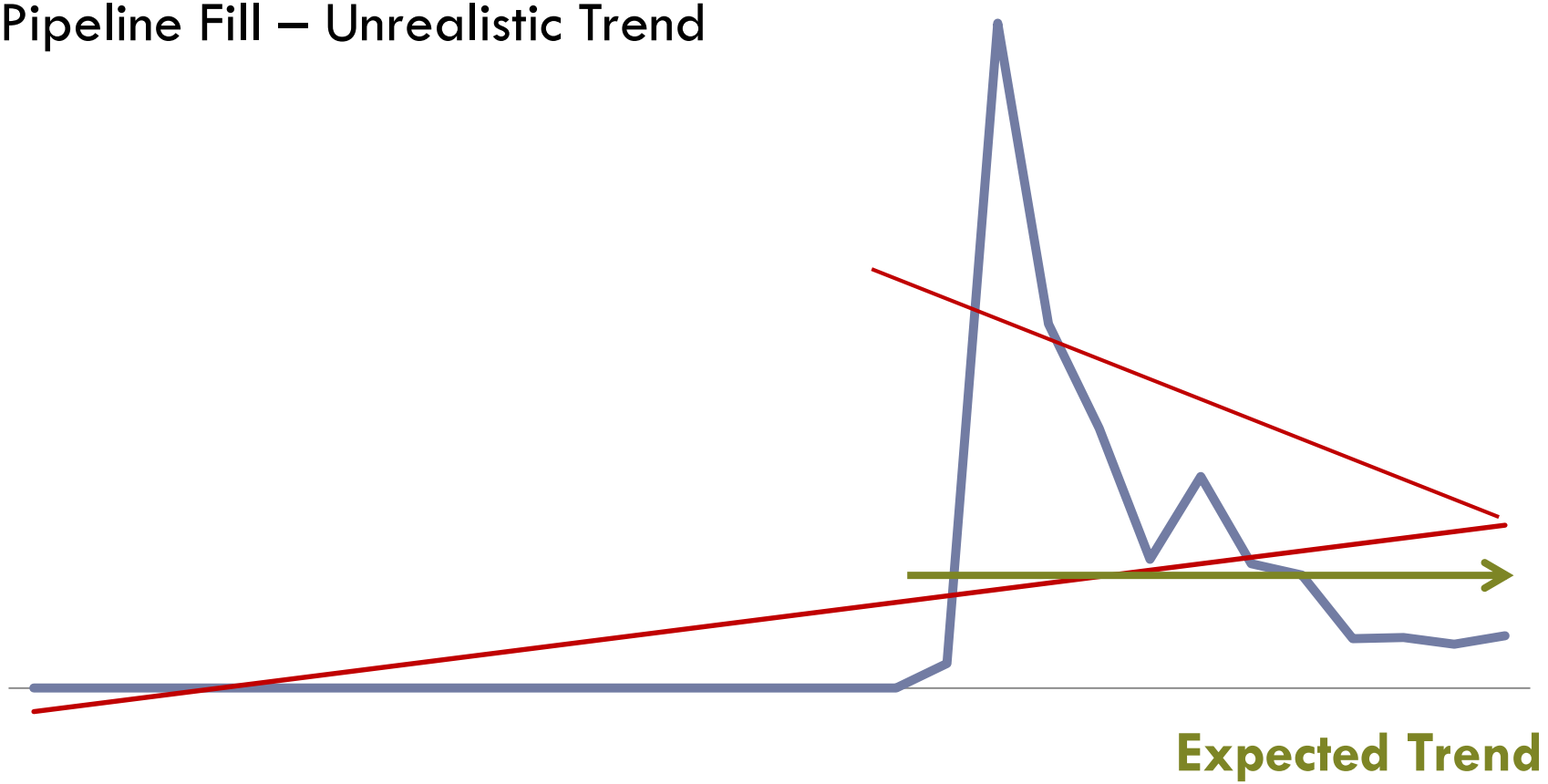
Recognizing Data Attributes & Variables



Trend @ 36, 24, & 12 periods

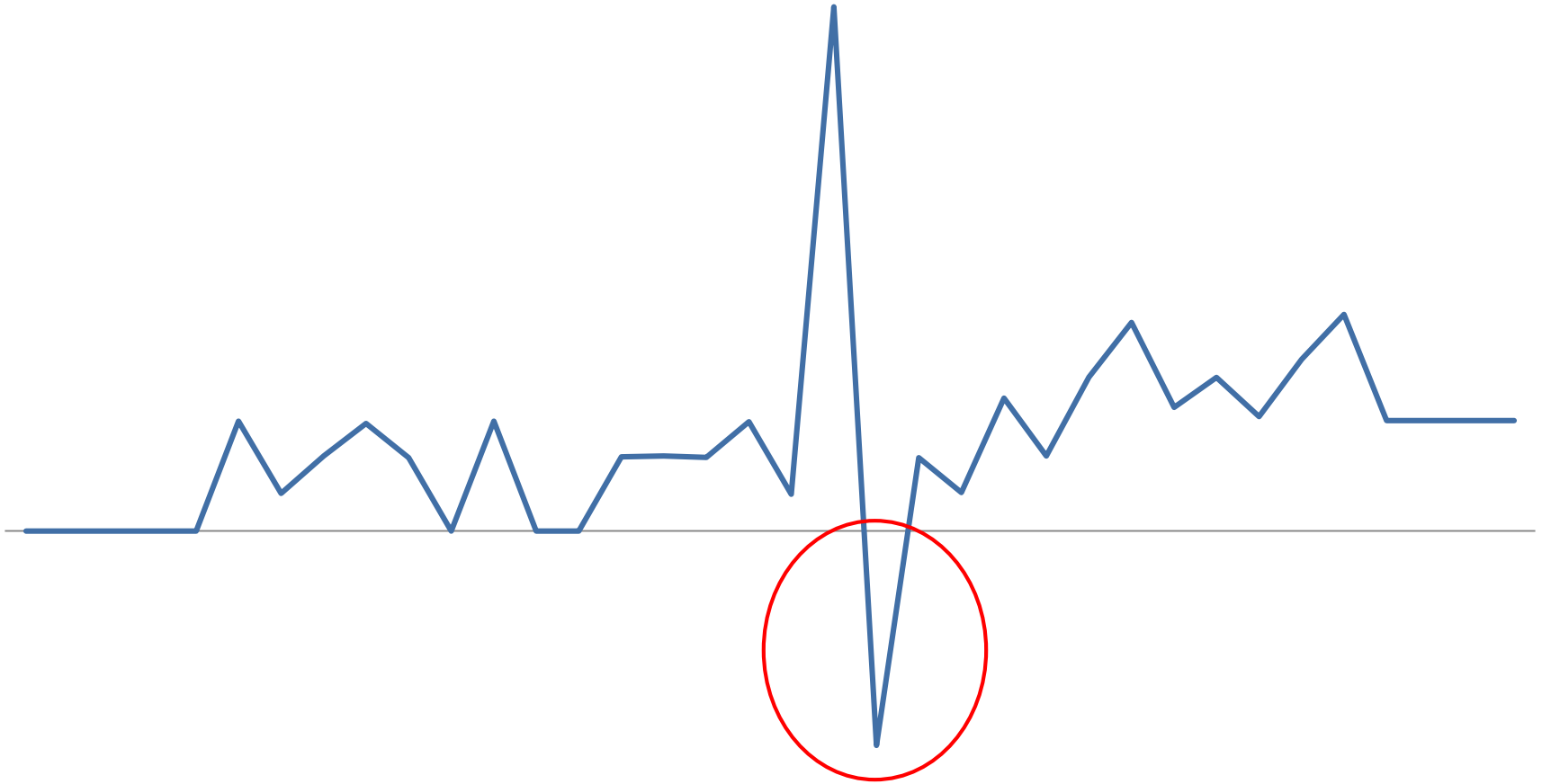
Recognizing Data Variables

Pipeline Fill – Unrealistic Trend



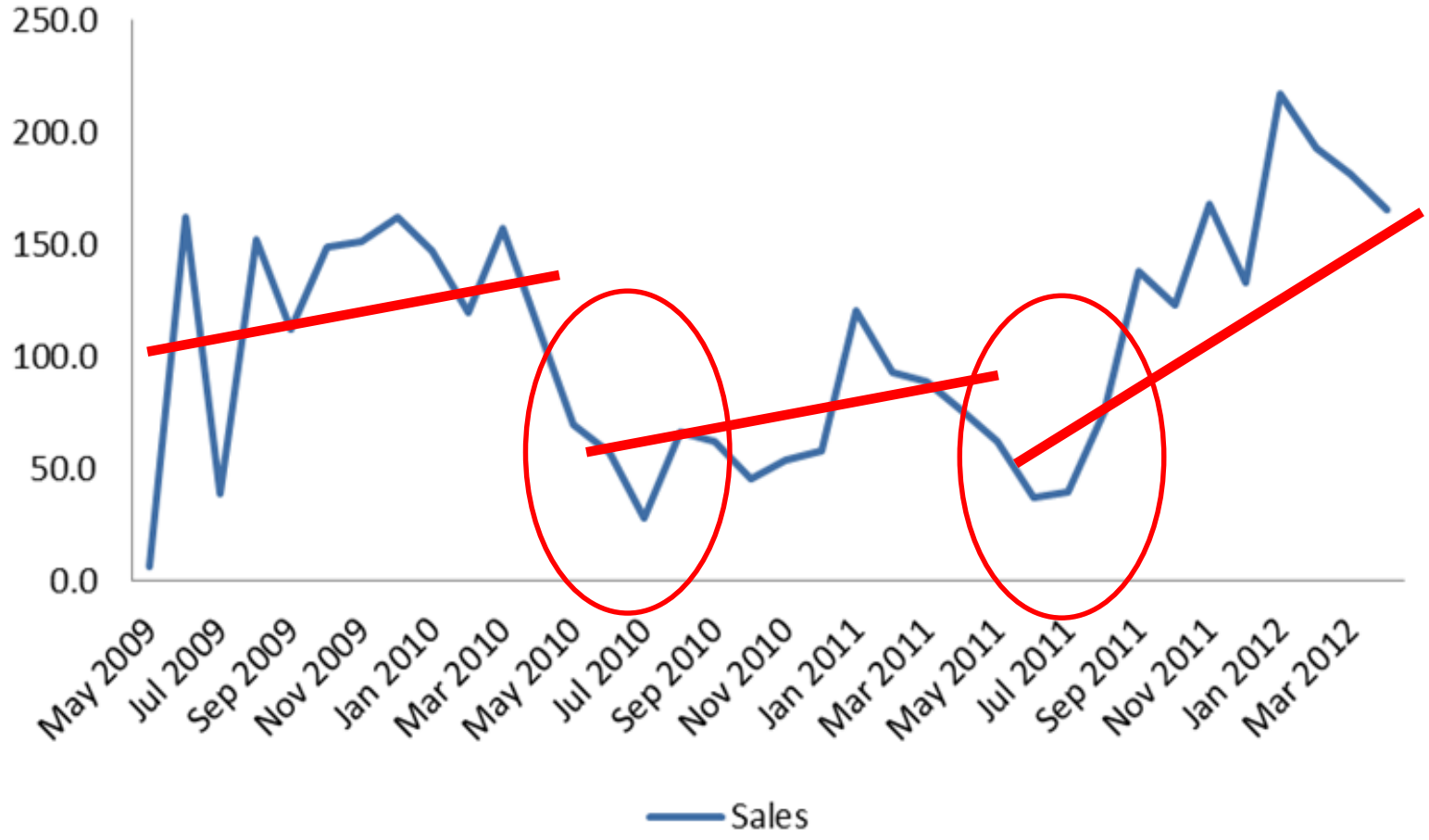
Recognizing Data Variables

Negative Sales



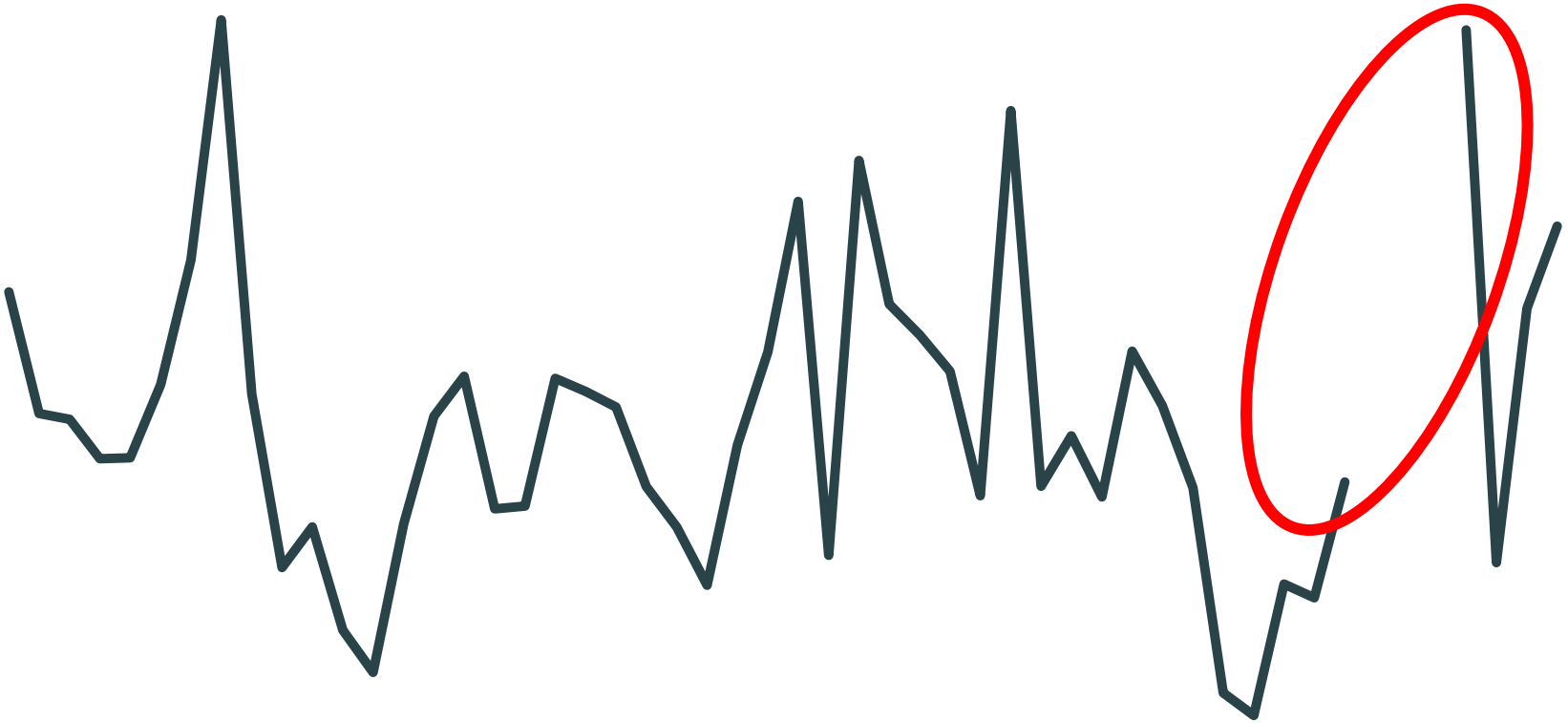
Recognizing Data Variables

Trend and intervention



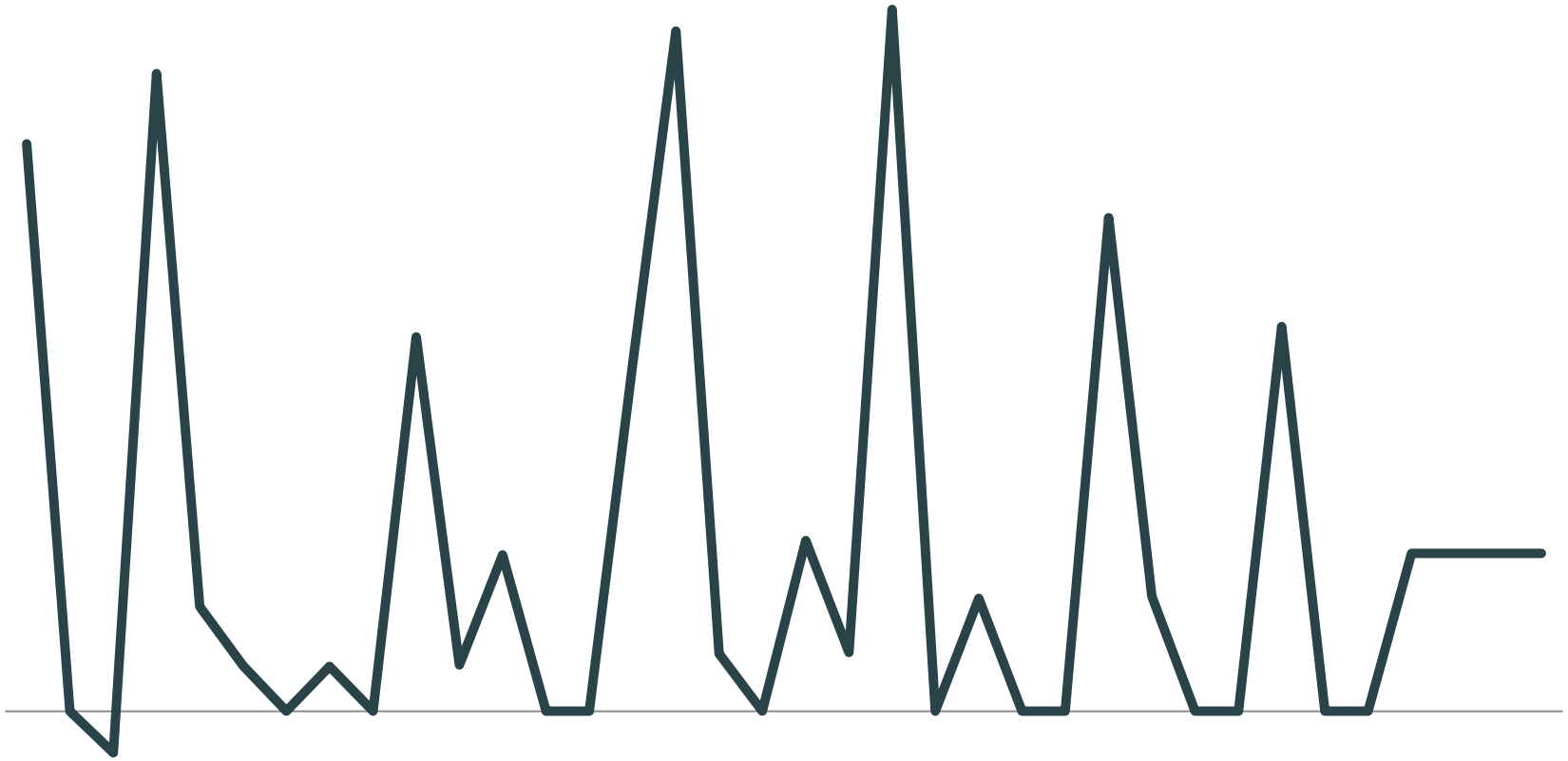
Recognizing Data Variables

Missing Data



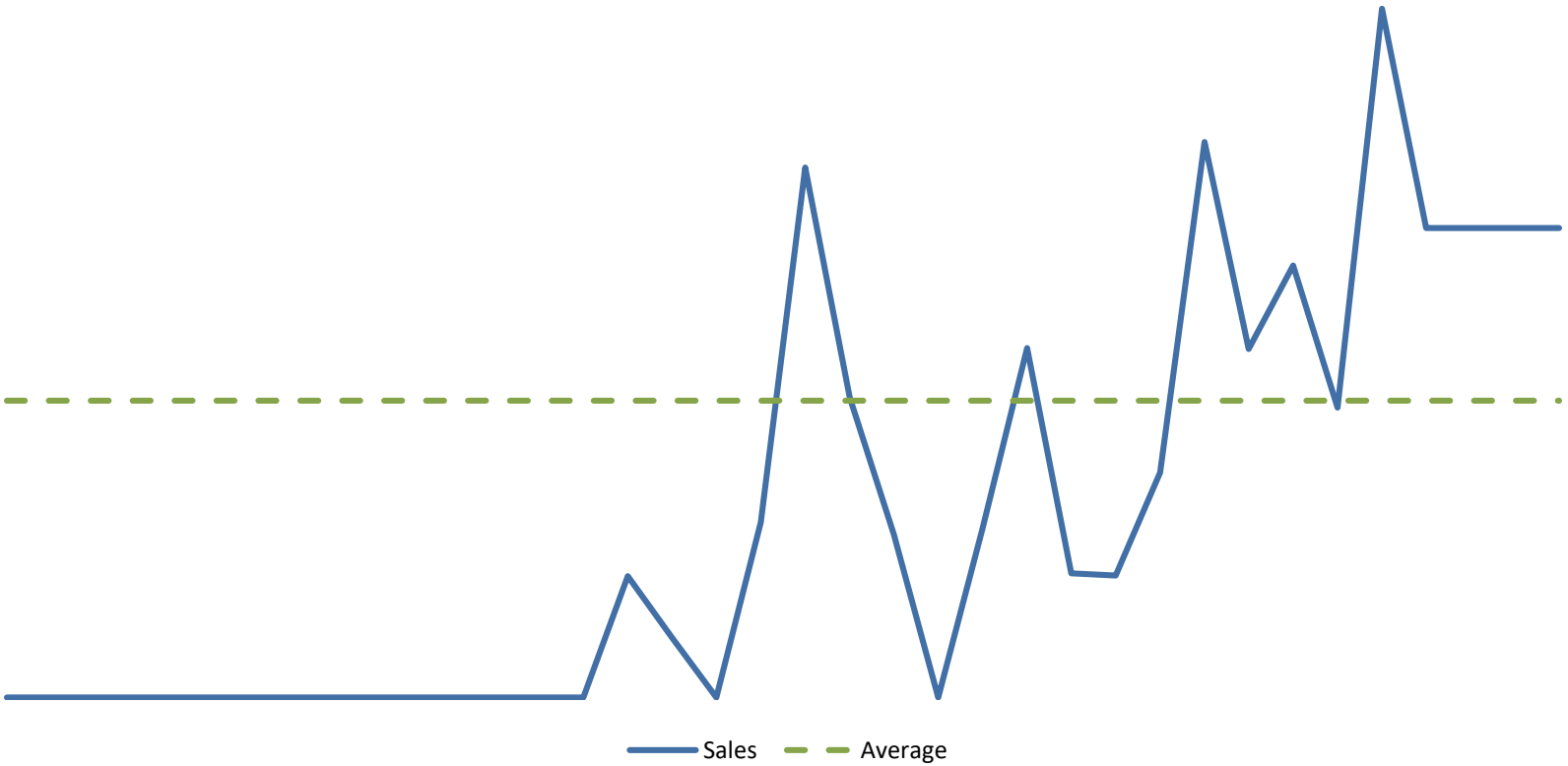
Recognizing Data Variables

Lumpy / Intermittent Demand



Recognizing Data Variables

High Variability / Short History



Data Patterns

Is this product stable or dynamic?

Year	2001	2002	2003	2003	2004	2004	2003
Type	Act$		Act$/Fcst$	Consensus	Fcst$	Consensus	Budget
Jan	1		17,283		1,231,152		1,757,142
Feb			750		950,984		1,623,203
Mar			1		1,439,245		1,225,868
Apr		872,					
May	25	973,83					
Jun	43	1,893,099					
Jul	1,034,062	756,17					
Aug	1,056,382	697,1					
Sep	1,302,315	1,1	2				
Oct	1,020,06		99		958,369		1,372,795
Nov	1,017,76		6,717		958,370		1,077,998
Dec	1,554,61		1,528,386		1,669,997		1,956,904
Q1	3,464,966	2,103,638	2,067,084	2,067,084	3,621,381	3,621,381	4,696,212
Q2	3,502,428	3,739,094	2,113,589	2,113,589	2,788,785	2,	
Q3	3,392,759	2,576,370	2,829,575	2,829,575	3,332,705	3,	
Q4	3,592,43	59	3,575,002	3,575,002	3,586,736	3,	
TOTAL	13,952,5		10,585,250	10,585,250	13,329,607	13,329,607	17,899,919

Are there any changes in data that we need to build in the forecast?

Are there any issues we need to correct?

Is this product trended?

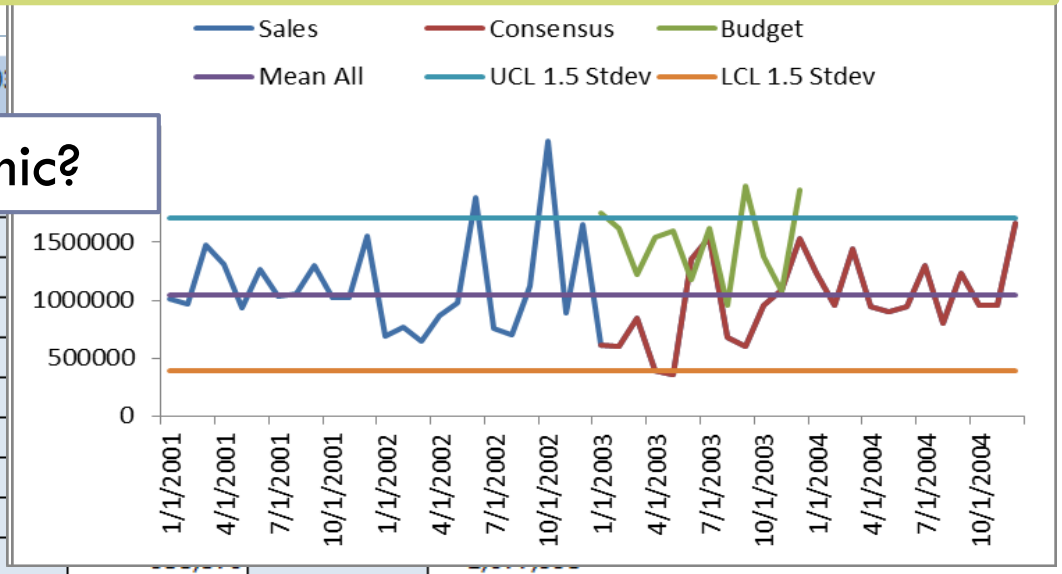
Is this product seasonal?

With help of SPC and visualization of the data, the questions can be answered with more accuracy than just a gut feel.

Are there any changes in data that we need to build in the forecast?

Is this product stable or dynamic?

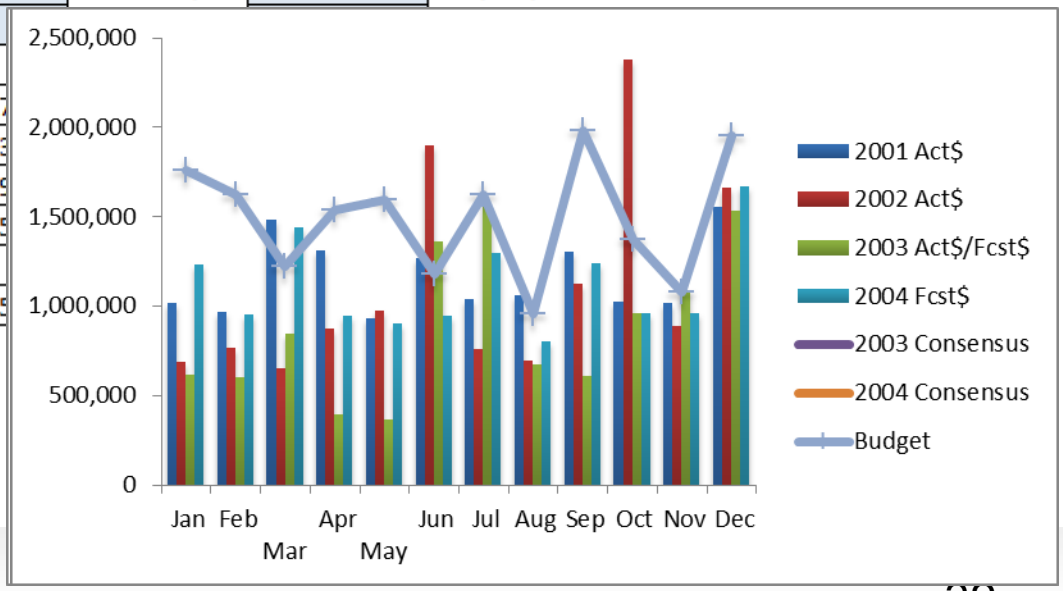
Mar	1,481,853	648,596	847,051
Apr	1,306,460	872,160	391,643
May	932,225	973,835	362,336
Jun	1,263,743	1,893,099	1,359,610
Jul	1,034,062	756,173	1,549,700
Aug	1,056,382	697,192	674,853
Sep	1,302,315	1,123,005	605,022
Oct	1,020,060	2,377,383	959,899
Nov	1,017,760	888,744	1,086,717
Dec	1,554,614	1,657,032	1,528,386



Are there any issues we need to correct?

Is this product seasonal?

Is this product trended?



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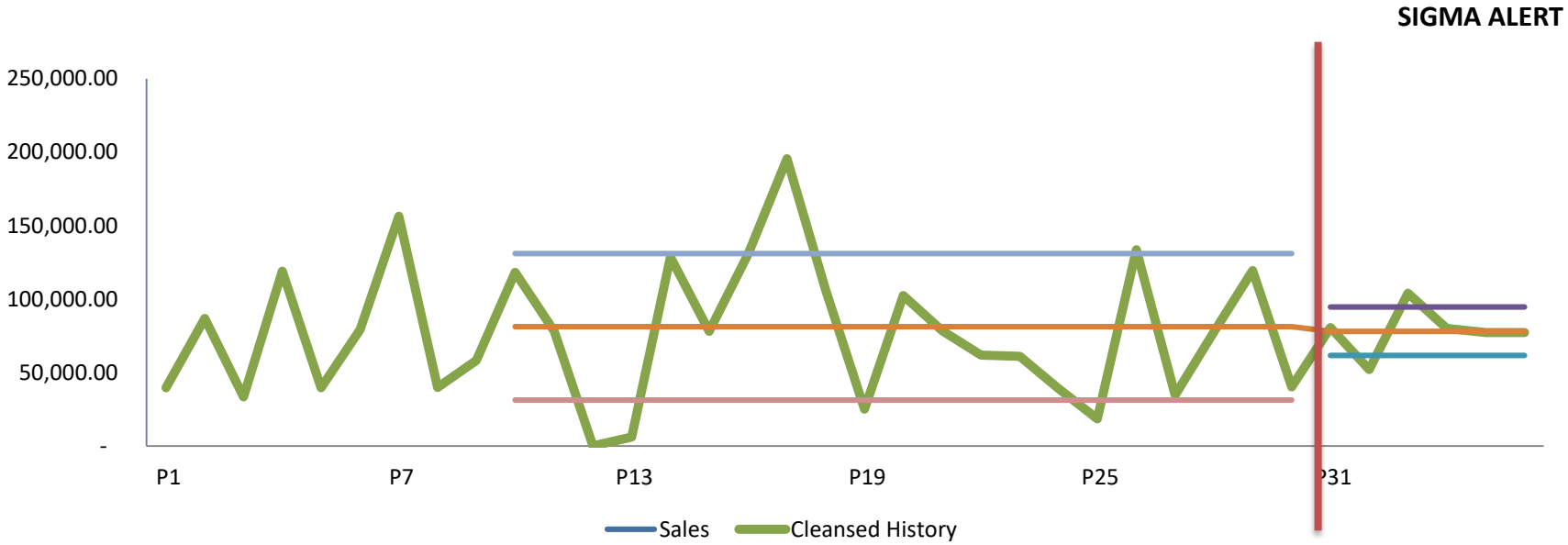
Recognizing Data Variables: Sigma Alert

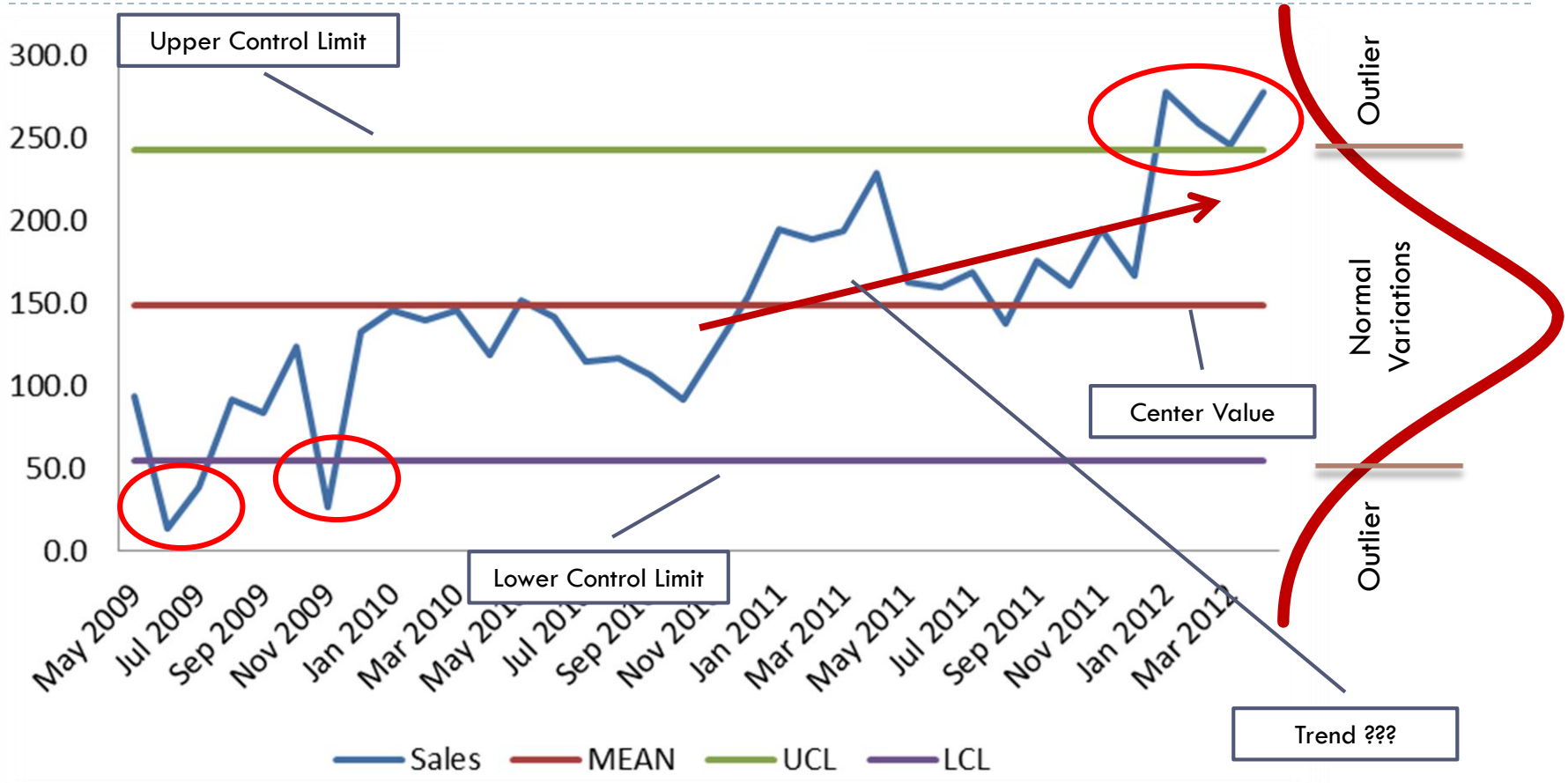
- Standard deviation of last six months history is significantly higher/lower than previous 18 months.
- Indicates change in recent history that needs to be understood and either cleansed or incorporated in forecast adjustments or forecast model.



Data Pre-Processing / Cleansing

- Extreme Values
  - Unusually large or small compared to other values in series (Outliers).
  - Unusually different values within the series close to mean (Inliers).
  - Automatic versus manual correction of Extreme Values
    - Most forecasting systems can do it. Not all can do it well. Use judgement and domain knowledge to remove or keep it.
- Choice of Time Span
  - How many historical periods will be used for the forecast?
    - Simple Exponential Smoothing and Averages need 2-3 values
    - Double Exponential Smoothing needs 4 values
    - Triple Exponential Smoothing needs 24-36 monthly or 154 of weekly values

SPC Control Chart: Identifying Patterns

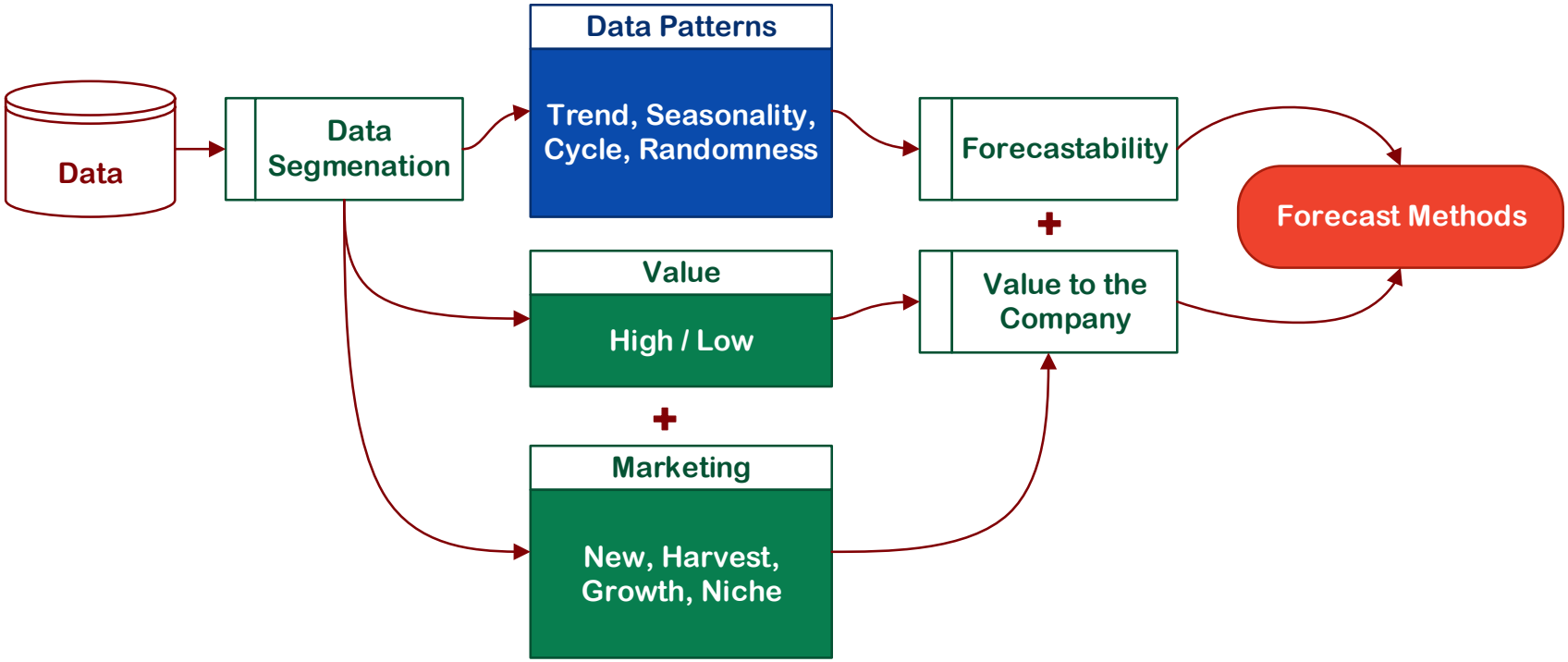


Center value and UCL/LCL definitions: There is a difference between Mean and Median, 1σ and 3 σ, … ***Rule of thumb – start with Mean 18 Months and 1.5 σ***

Data Segmentation

Segmenting Products to Choose Appropriate Forecasting Method

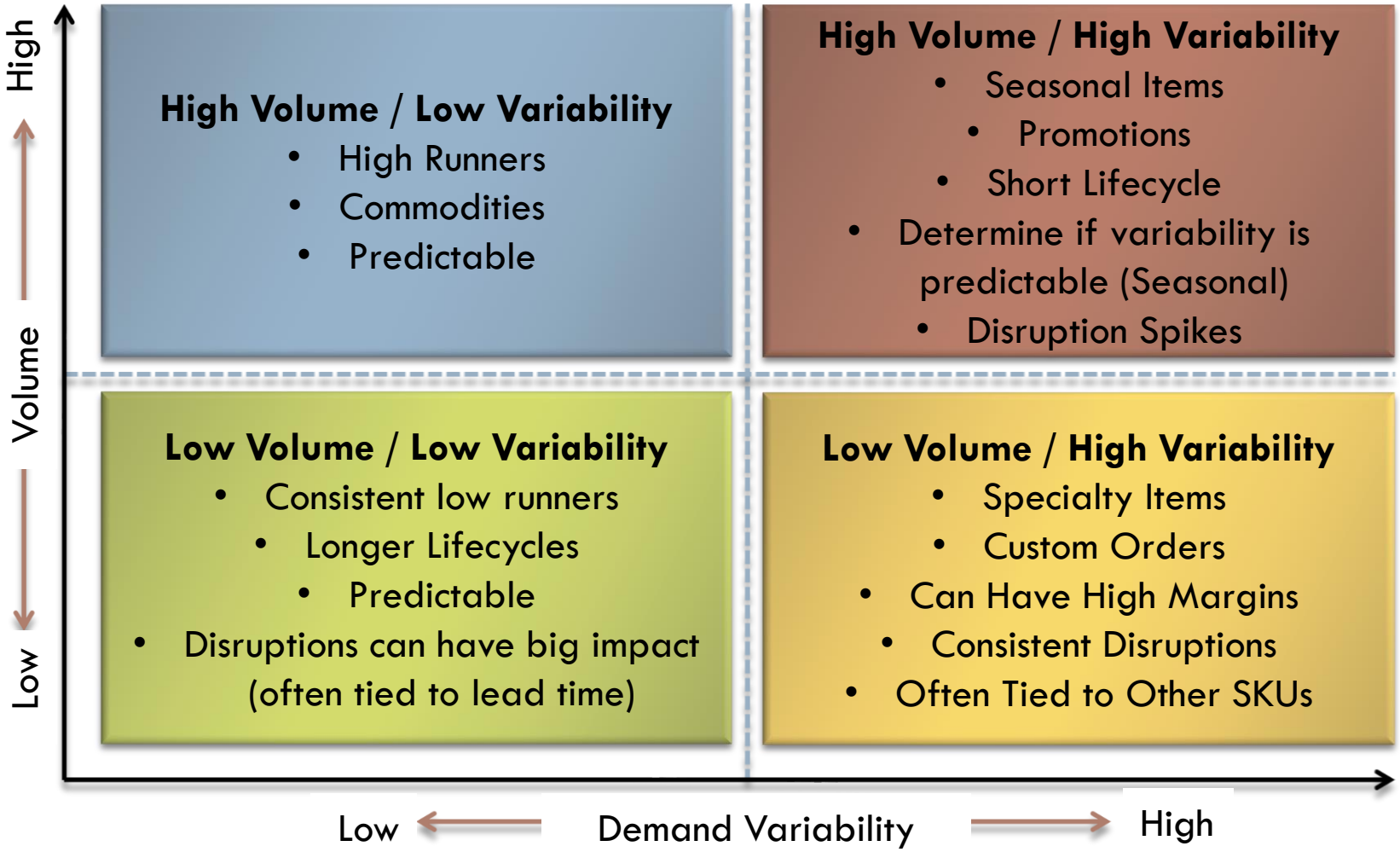
- Time series analysis ➲ demand patterns ➲ forecastability.
- Value to the company + forecastability ➲ correct forecasting method.



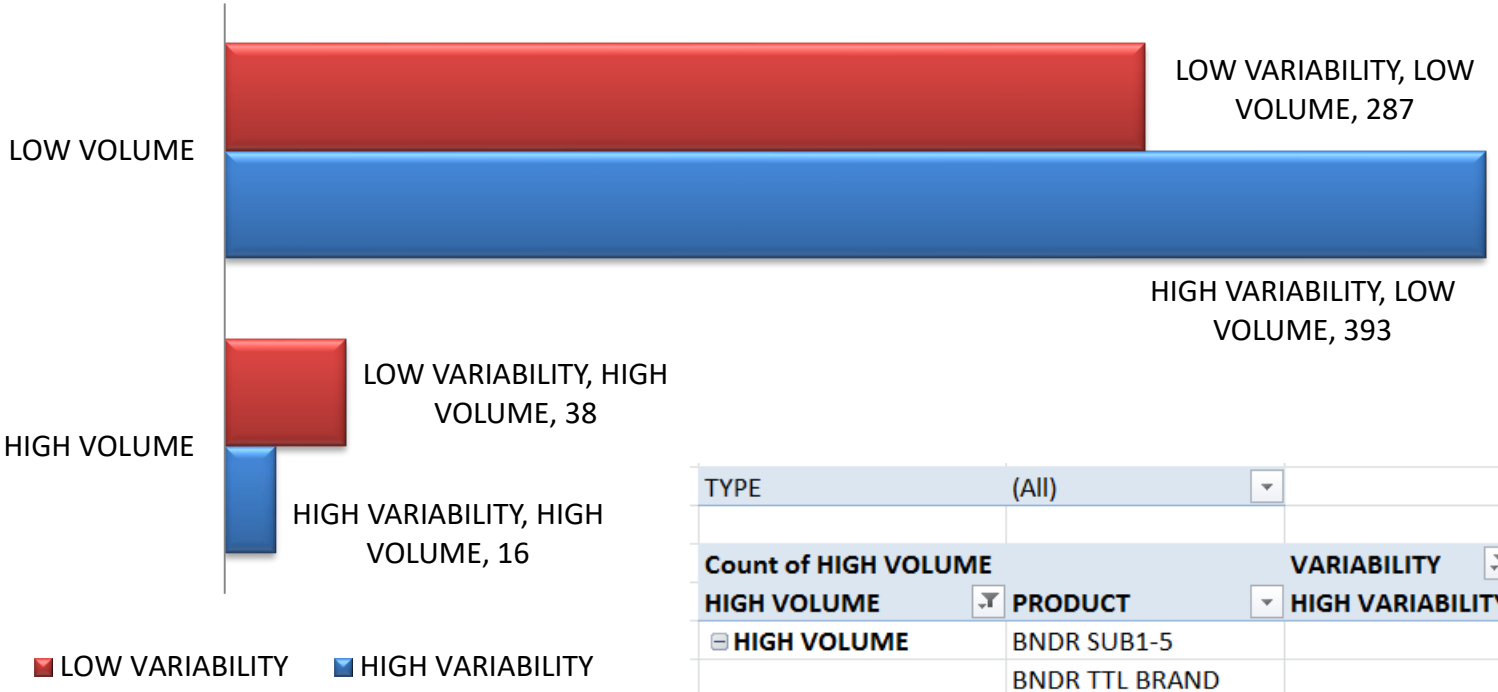
Source: Charles Chase, SAS

Source: Gartner

Data Segmentation - Forecastability



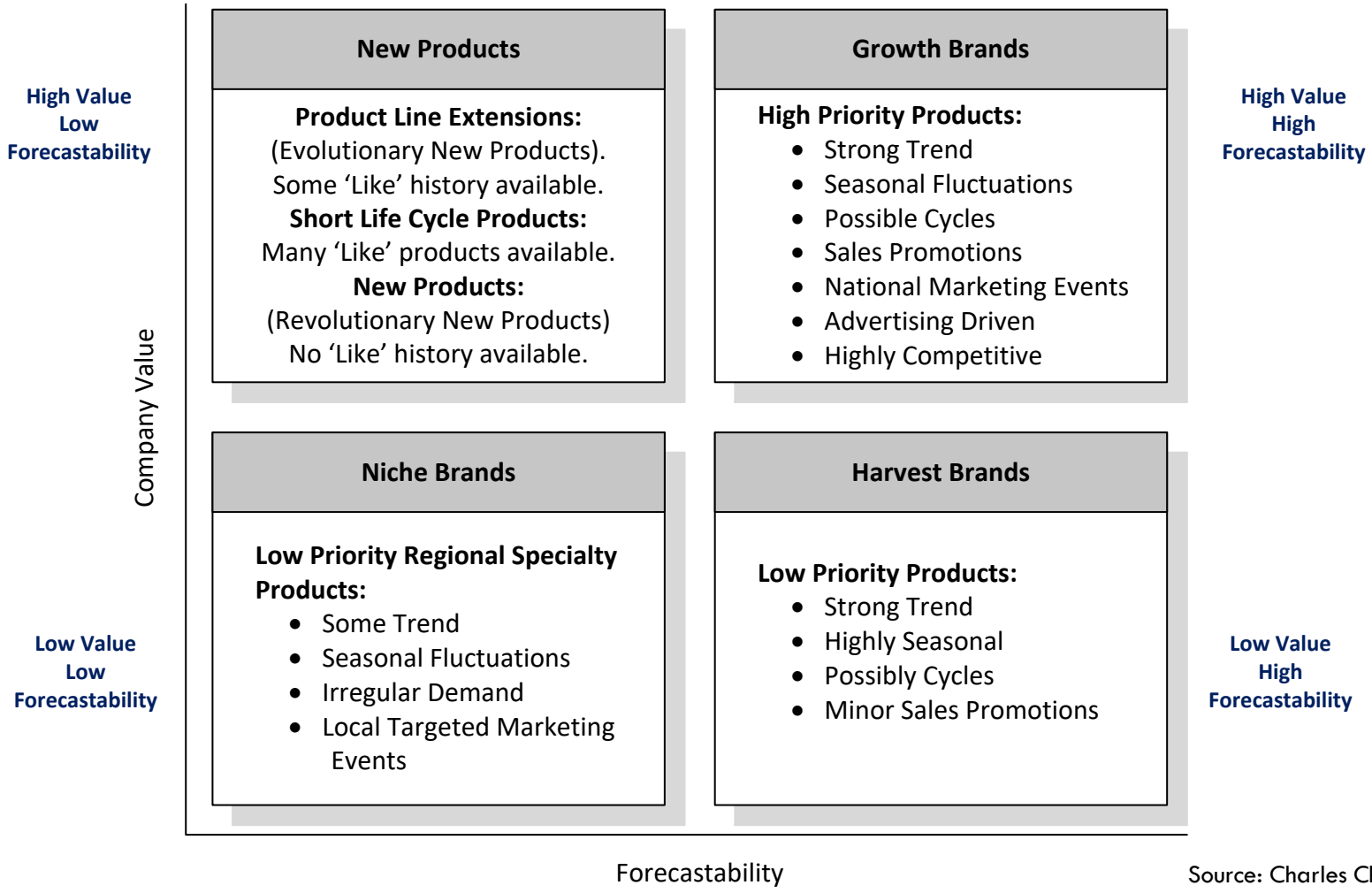
Data Segmentation - Forecastability



TYPE	(All)		
Count of HIGH VOLUME		VARIABILITY	
HIGH VOLUME	PRODUCT	HIGH VARIABILITY	LOW VARI
⊞ HIGH VOLUME		16	
⊞ LOW VOLUME		393	

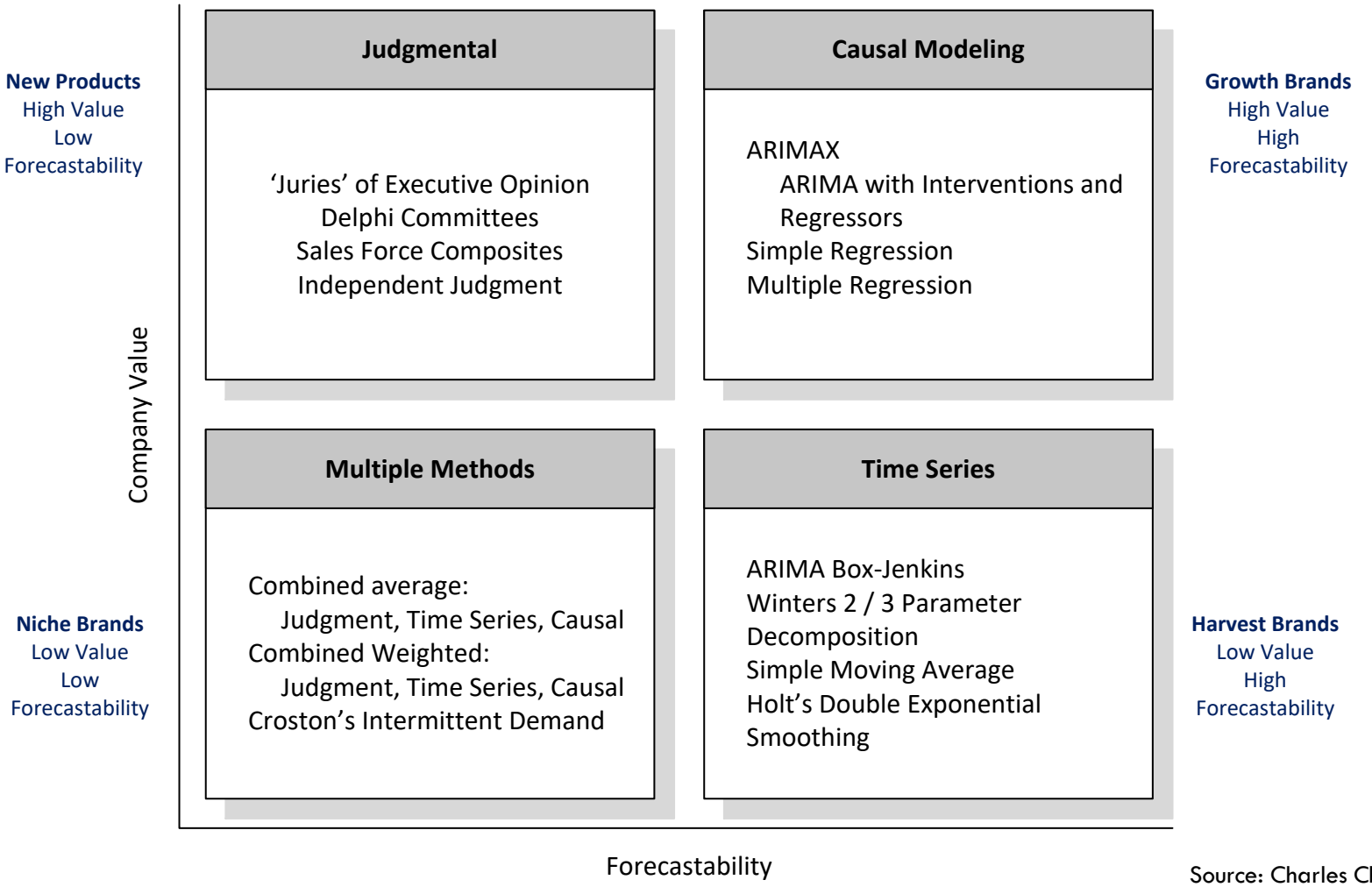
TYPE	(All)		
Count of HIGH VOLUME		VARIABILITY	
HIGH VOLUME	PRODUCT	HIGH VARIABILITY	LOW VARIABILITY
⊟ HIGH VOLUME	BNDR SUB1-5		1
	BNDR TTL BRAND		1
	BNL LARGE	1	
	BNL OPEN STOCK	1	
	BNL SMALL	1	
	BNL TTL BRAND	1	
	LMW BASE		1
	LMW BASE TTL		1
	LMW PROMO TTL	1	
	LMW TTL BRAND		1
	LPP SUB1-3		1

Four Quadrants Based on Portfolio Management



Source: Charles Chase, SAS

Statistical Methods Selection Based on Segmentation and Portfolio Management



Source: Charles Chase, SAS

Forecasting Outside-in

Linking Market Data to Shipments – Simplified Example

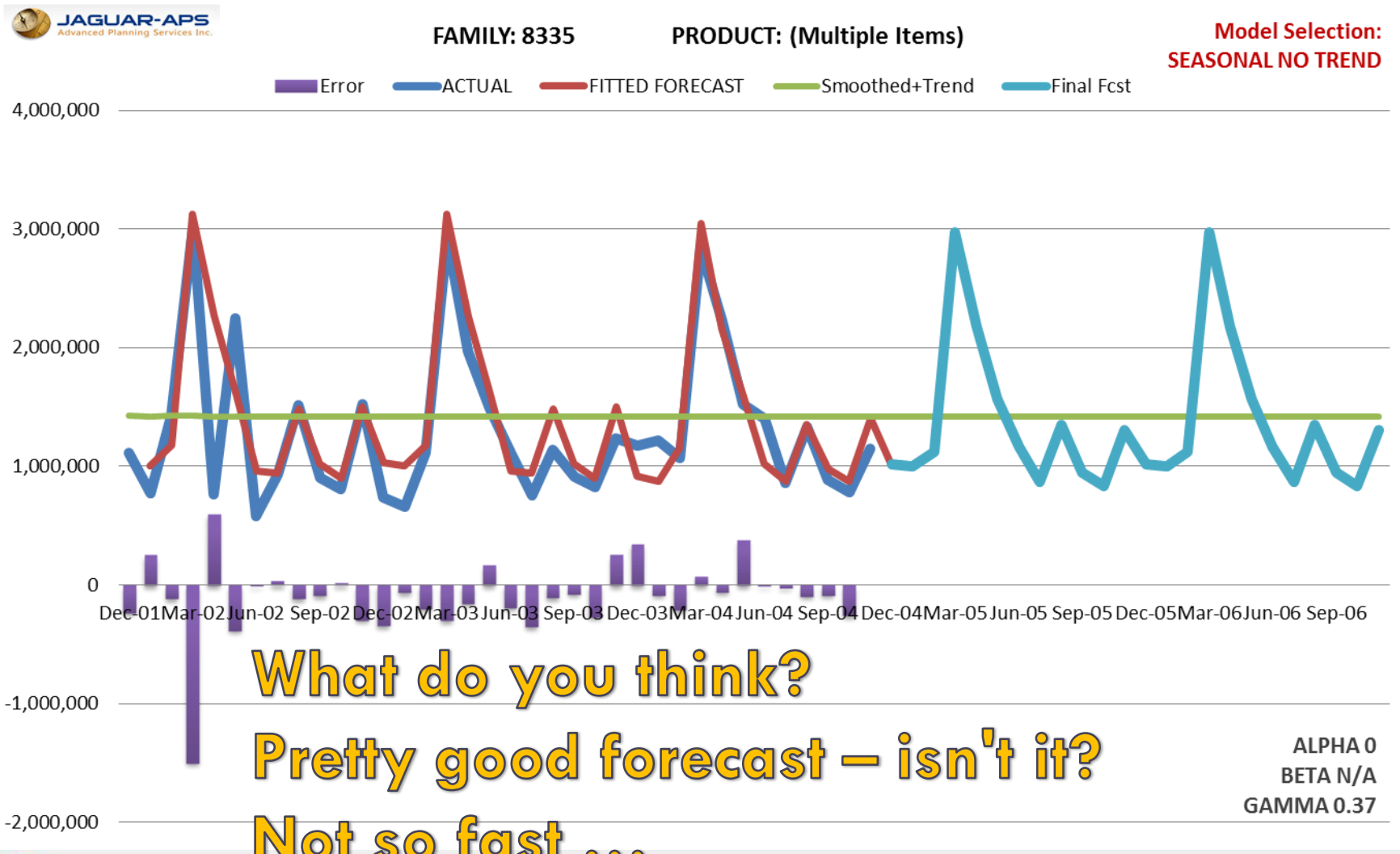
MTCA – Multi-Tiered Causal Analysis

"Integrating consumer demand into the demand forecasting process to improve shipment (supply) forecasts has become a high priority in the FMCG/CPG industry as well as in many other industries over the past several years." Charles Chase, SAS

- Past constraints are becoming non-issue today:
  - Data collection and storage
  - Computing power available
  - Data synchronization capabilities
  - Analytical expertise
- MTCA, a process of nesting causal models together using data and analytics, considers marketing and replenishment strategies jointly, rather than creating two separate forecasts.

Source: Charles Chase, SAS

Growth brand – traditional forecasting approach



MTCA – Multi-Tiered Causal Analysis

JAGUAR-APS

Volume = Dollars

2003 LLE =$19.9 MM

	2002 ACT	Dec-02 Act	Jan-03 Act	Feb-03 Act	QTR1 Est	Mar-03 Act	Apr-03 Act	May-03 Act	QTR2 ACT	Jun-03 Act	Jul-03 Est	Aug-03* Est	QTR3 Est	Sep-03 Est	Oct-03 Est	Nov-03 Est	QTR4 Est	2003 Est
ACNielsen:																		
CATEGORY ($)	30,077,767	2,033,611	2,136,003	2,148,627	6,318,241	2,166,687	2,201,271	2,484,930	6,852,888	2,697,575	3,048,107	5,532,617	11,278,299	2,247,604	2,003,662	1,929,286	6,180,552	30,629,980
% CHG VYA	12%	7.6%	4.9%	0.7%	4.3%	5.8%	3.5%	3.7%	4.3%	1.6%	-1.0%	-1.5%	0.3%	-1%	0%	0%	0%	2%
$ Brand SHARE	60.8	62.3	61.1	59.9	61.1	60.7	60.2	60.0	60.3	59.4	57.9	58.0	58.3	60.1	60.9	61.1	60.7	59.8
PT CHG VYA	-0.1	-0.4	-2.1	-3.4	-2.0	-0.6	-0.9	-0.5	-0.6	-0.9	-1.0	-1.9	-1.4	0.0	0.6	0.6	0.4	-1.0
FDMX Consumption ($)	18,283,099	1,266,722	1,304,258	1,288,037	3,859,017	1,314,287	1,325,036	1,491,525	4,130,848	1,603,660	1,766,196	3,208,256	6,578,112	1,351,078	1,219,678	1,178,162	3,748,918	18,316,895
% CHG VYA	8%	6.9%	1.3%	-4.7%	3%	4.9%	2.0%	2.9%	3%	0%	-1%	-5%	-2%	-1%	1%	1%	0%	0%
All Outlet Consumption ($)	21,509,528	1,490,261	1,534,421	1,515,338	4,540,020	1,546,220	1,558,866	1,754,735	4,859,821	1,886,659	2,077,878	3,774,419	7,738,955	1,589,503	1,434,915	1,386,073	4,410,491	21,549,288
Coverage Factor	85%																	
PIPELINE CHANGE	(760,658)	(499,361)	(640,721)	(10,462)	(1,150,544)	2,400,666	1,014,484	205,488	3,620,637	(397,433)	(1,088,665)	(2,246,236)	(3,732,335)	(363,293)	(326,213)	401,327	(288,179)	(1,550,420)
PFE Shipments:																		
FVNS **	15,600,654	734,000	662,000	1,114,723	2,510,723													
vs. YAG		-34%	-14%	-22%	-24%													
Brand Retail Markup ($)	20,748,870	990,900	893,700	1,504,876	3,389,476													
Markup	35%																	
INVENTORY ($)	3,348,403	2,849,042	2,208,321	2,197,859	2,197,859													
WEEKS SUPPLY	9.0	7.4	5.8	5.7														

*August consumption data is based on 2 4-weekly periods (8 weeks in total) while all other months are based on 14-weekly pe

All assumptions exclude EyeEar and Polysporin Pain and Itch Relief Lotion

Polysporin Brand Building Blocks

	03 LLE	03 LE	vs. LE	
P	14,813,976	15,309,674	(495,698)	
P	4,650,000	4,950,000	(300,000)	excluded from ACNielsen data
P	410,000	550,000	(140,000)	excluded from ACNielsen data
Total:	**19,873,976**	**20,809,674**	**(935,698)**	

Market data from ACNielsen

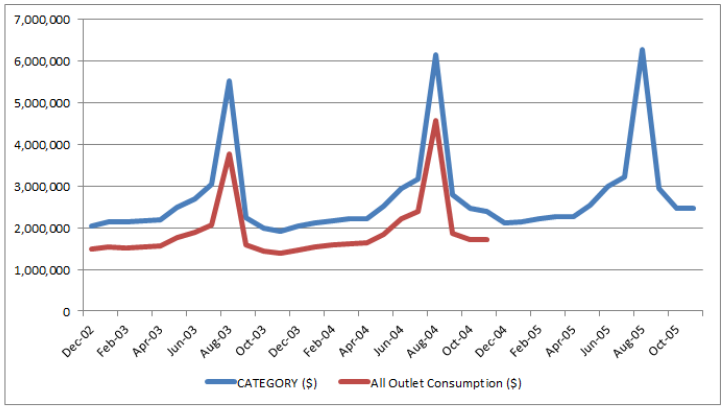
Factory shipments

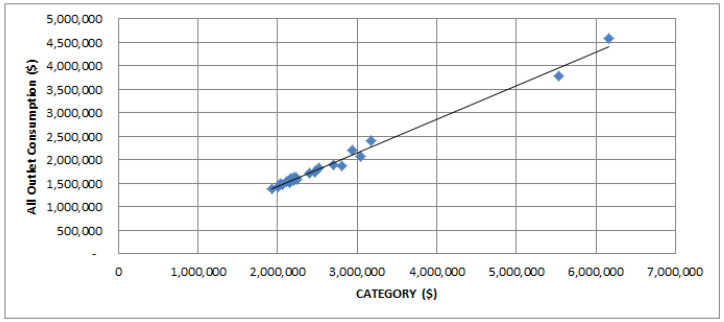
	2002 ACT	Dec-02 Act	Jan-03 Act	Feb-03 Act	QTR1 Est
ACNielsen:					
CATEGORY ($)	30,077,767	2,033,611	2,136,003	2,148,627	6,318,241
% CHG VYA	12%	7.6%	4.9%	0.7%	4.3%
$ Brand SHARE	60.8	62.3	61.1	59.9	61.1
PT CHG VYA	-0.1	-0.4	-2.1	-3.4	-2.0
FDMX Consumption ($)	18,283,099	1,266,722	1,304,258	1,288,037	3,859,017
% CHG VYA	8%	6.9%	1.3%	-4.7%	3%
All Outlet Consumption ($)	21,509,528	1,490,261	1,534,421	1,515,338	4,540,020
Coverage Factor	85%				
PIPELINE CHANGE	(760,658)	(499,361)	(640,721)	(10,462)	(1,150,544)
PFE Shipments:					
FVNS **	15,600,654	734,000	662,000	1,114,723	2,510,723
vs. YAG		-34%	-14%	-22%	-24%
Brand Retail Markup ($)	20,748,870	990,900	893,700	1,504,876	3,389,476
Markup	35%				
INVENTORY ($)	3,348,403	2,849,042	2,208,321	2,197,859	2,197,859
WEEKS SUPPLY	9.0	7.4	5.8	5.7	

1. Data Analysis

Date	Type	Fiscal Weeks	CATEGORY ($)	Brand SHARE	FDMX Consumption ($) (Scanned Data ACN)	All Outlet Consumption ($)	Factory Shipment $	TRADE INVENTORY ($)	WEEKS SUPPLY
Dec-02	Act	4	2,033,611	62.3	1,266,722	1,490,261	734,463	2,849,042	7.4
Jan-03	Act	4	2,136,003	61.1	1,304,258	1,534,421	661,829	2,208,321	5.8
Feb-03	Act	4	2,148,627	59.9	1,288,037	1,515,338	1,114,722	2,197,859	5.7
Mar-03	Act	5	2,166,687	60.7	1,314,287	1,546,220	2,923,619	4,598,525	11.8
Apr-03	Act	4	2,201,271	60.2	1,325,036	1,558,866	1,964,437	5,613,009	12.8
May-03	Act	4	2,484,930	60.0	1,491,525	1,754,735	1,489,604	5,818,496	12.3
Jun-03	Act	5	2,697,575	59.4	1,603,660	1,886,659	1,123,536	5,421,063	10.4
Jul-03	Act	4	3,048,107	57.9	1,766,196	2,077,878	752,945	4,332,398	9.2
Aug-03	Act	4	5,532,617	58.0	3,208,256	3,774,419	1,134,889	2,086,161	5.2
Sep-03	Act	5	2,247,604	60.1	1,351,078	1,589,503	910,417	1,722,869	4.8
Oct-03	Act	4	2,003,662	60.9	1,219,678	1,434,915	821,308	1,396,656	4.0
Nov-03	Act	5	1,929,286	61.1	1,178,162	1,386,073	1,236,016	1,797,983	5.2
Dec-03	Act	4	2,054,095	60.8	1,255,612	1,477,191	1,171,454	1,960,824	5.1
Jan-04	Act	4	2,113,144	61.6	1,310,651	1,541,942	1,217,944	1,996,659	5.0
Feb-04	Act	4	2,167,572	62.6	1,357,807	1,597,420	1,066,943	2,471,326	6.1
Mar-04	Act	5	2,210,138	62.1	1,372,888	1,615,162	2,838,462	3,198,523	7.8
Apr-04	Act	4	2,230,123	62.2	1,386,945	1,631,700	2,222,497	5,831,143	12.7
May-04	Act	4	2,525,107	61.8	1,560,678	1,836,092	1,526,343	6,350,913	11.5
Jun-04	Act	5	2,934,532	64.0	1,879,261	2,210,895	1,399,969	7,555,774	12.6
Jul-04	Act	4	3,169,163	64.2	2,035,892	2,395,167	858,509	6,284,247	11.0
Aug-04	Act	4	6,162,062	63.1	3,890,167	4,576,667	1,330,010	3,239,098	6.9
Sep-04	Act	5	2,806,567	56.5	1,586,197	1,866,114	883,780	3,527,584	8.2
Oct-04	Act	4	2,471,042	59.4	1,468,614	1,727,781	782,306	3,139,603	7.3
Nov-04	Act	5	2,400,000	60.7	1,456,000	1,712,941	1,148,239	4,086,662	9.5
Dec-04	Fcst	4	2,115,718						
Jan-05	Fcst	4	2,155,407						
Feb-05	Fcst	4	2,210,923						
Mar-05	Fcst	5	2,276,442						
Apr-05	Fcst	4	2,274,725						
May-05	Fcst	4	2,550,358						
Jun-05	Fcst	5	2,993,223						

Pipline Fill	52,941	600,000	787,059
	105,882	300,000	1,101,176
TV advertising for Polysporin			





Comparisson of category consumption and forecast with all outlet consumption for brand. Strong correlation between the two variables is confirming orginal assumptions of category influencing brand consumption.

2. Development of Consumption Forecast

Regression 1: Last 4 Periods Out of Sample			
b	0.670646293	114991.935	a
SE X	0.01659508	43476.00362	SE Y
R^2	0.989098563	57723.81787	SE
F	1633.158501	18	df Residual
SS Reg	5.44175E+12	59976704694	SS Residual
t	40.41235579		

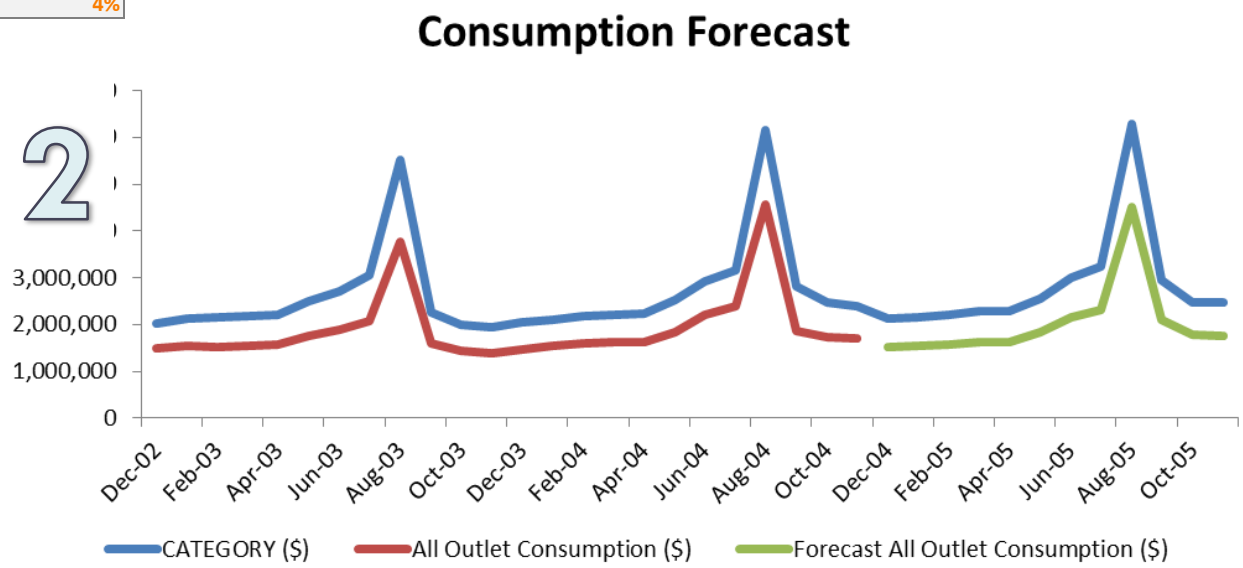
1

Running two regressions: first to validate the model, second to use the model to generate forecast for the brand's consumption.

Out of Sample				
Forecast	Bias	% Bias	Abs Error	APE
4,247,556	329,111	7%	329111.089	7%
1,997,206	(131,092)	-7%	131091.571	7%
1,772,187	(44,406)	-3%	44405.9146	3%
1,724,543	(11,602)	-1%	11601.8607	1%
	ME	-1%	MAPE	4%

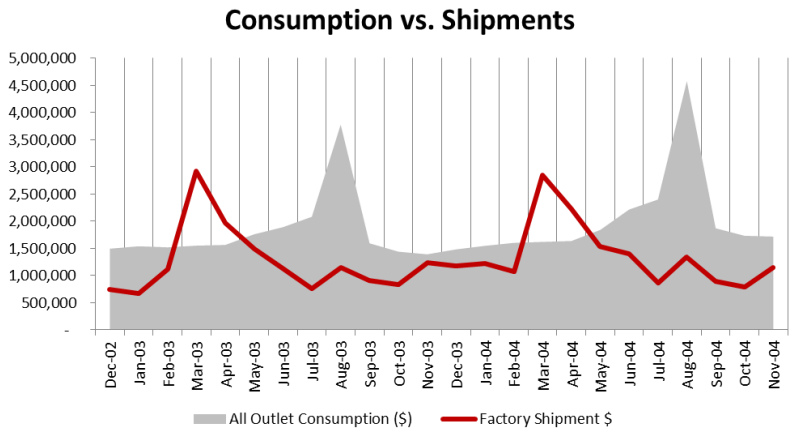
Regression 2: All Data In Sample			
b	0.716448119	-987.7474012	a
SE X	0.015630716	44552.36932	SE Y
R^2	0.989636968	78137.09794	SE
F	2100.930716	22	df Residual
SS Reg	1.2827E+13	1.34319E+11	SS Residual
t	45.83591076		

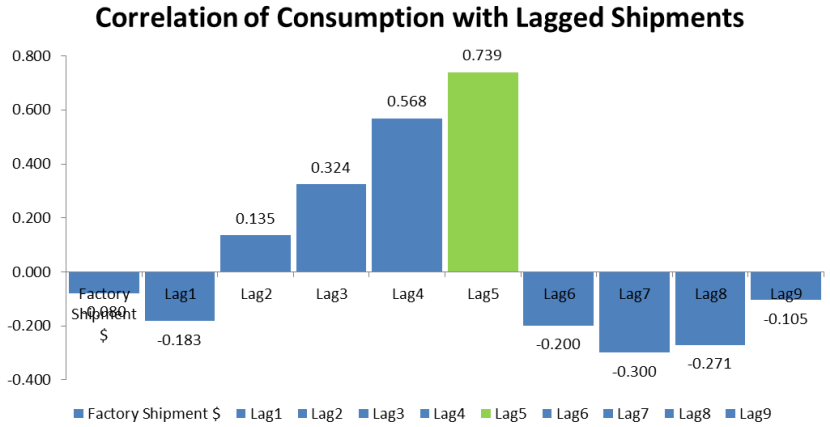
2

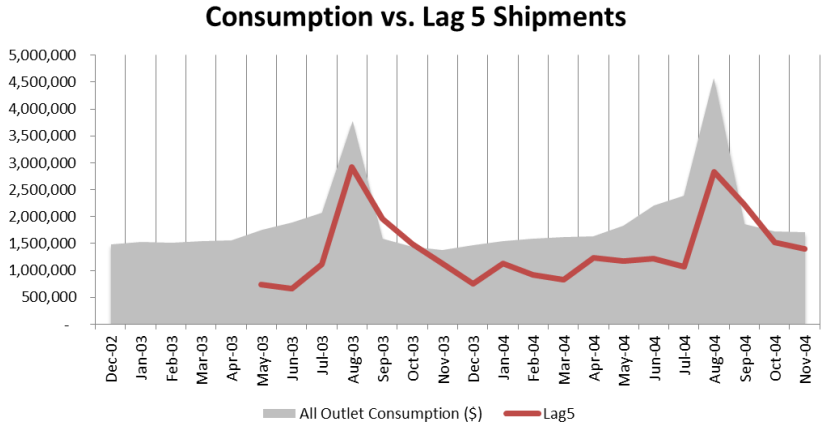


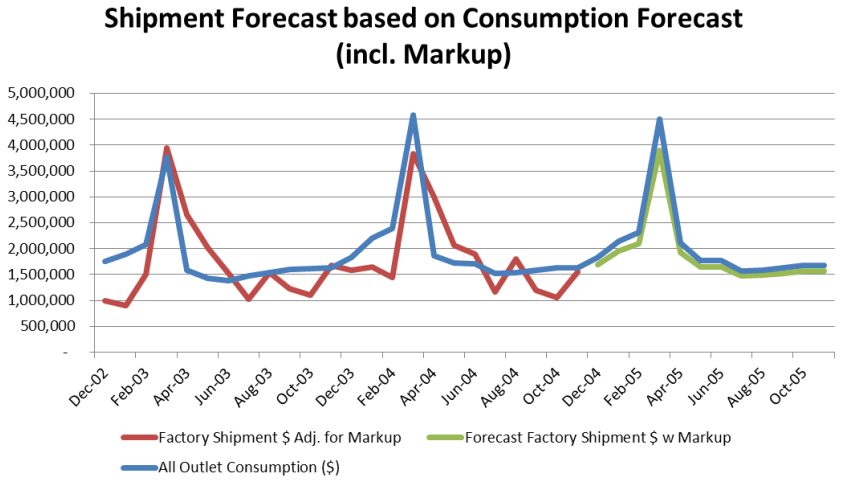
3. Development of Shipment Forecast Based on Consumption Forecast

Detection of lag/lead relationship of factory shipments and consumption.









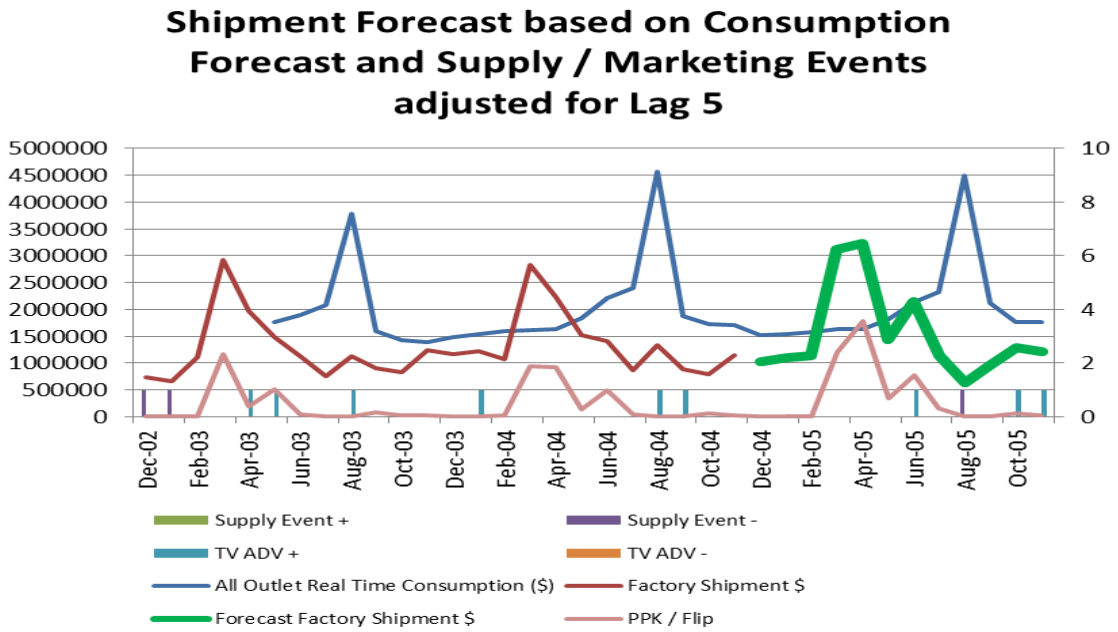
Shipment forecast based on consumption.

4. Linking Consumption Forecast to Supply Chain and Internal Marketing/Sales Programs

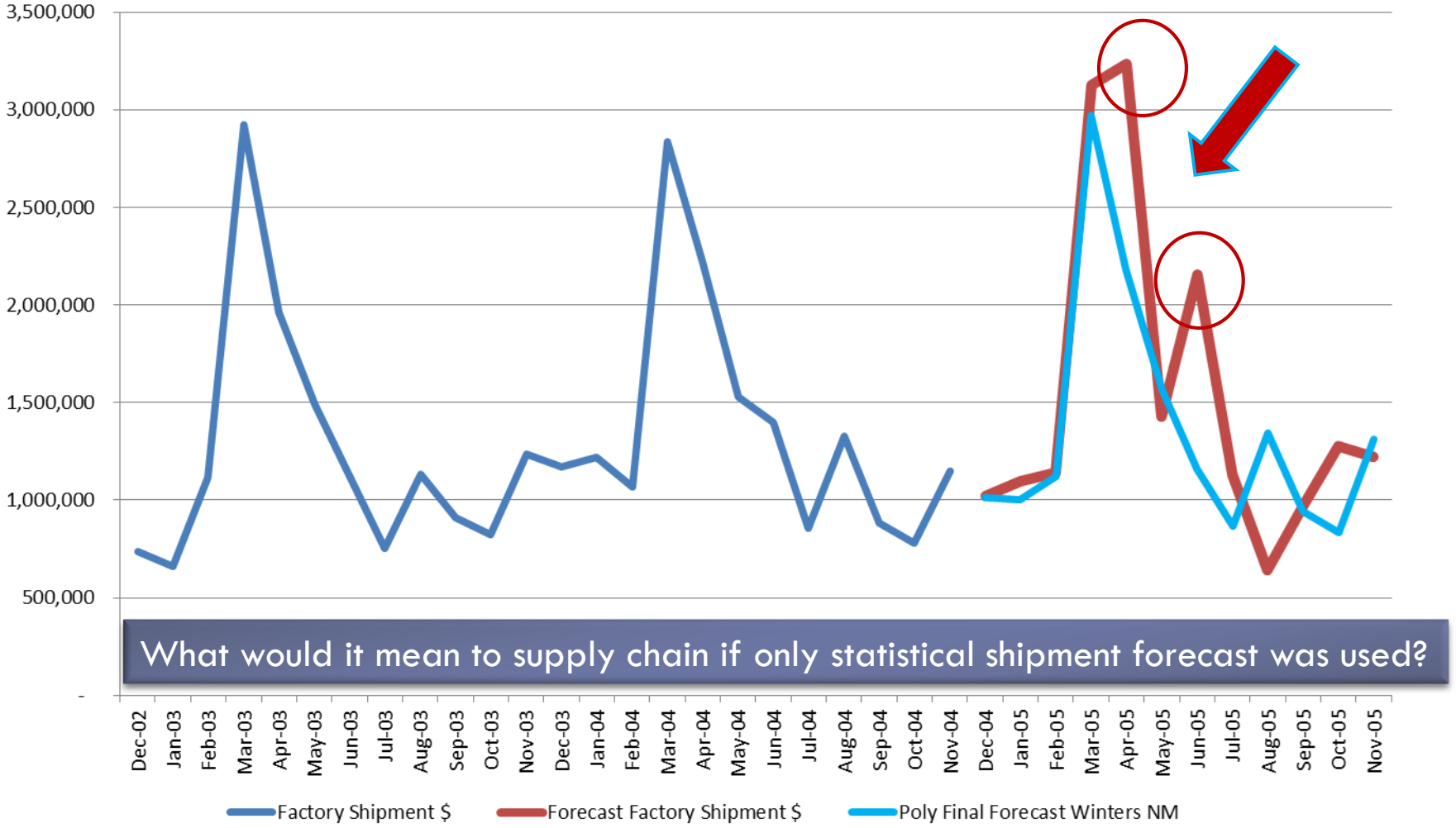
Factory Shipment $	All Outlet Consumption ($)	Supply Event +	Supply Event -	TV ADV +	TV ADV -	PPK / Flip
734,463	1,754,735	0	1	0	0	0
661,829	1,886,659	0	1	0	0	0
1,114,722	2,077,878	0	0	0	0	0
2,923,619	3,774,419	0	0	0	0	1,168,757
1,964,437	1,589,503	0	0	1	0	189,091
1,489,604	1,434,915	0	0	1	0	518,577

Adding supply events and TV advertising (dummy variables) plus marketing promotions (past history and forecast) as final variables to the consumption based factory shipment forecast.

Final forecast (green) based on consumption, supply chain constraints, marketing and sales activity.



Comparison of traditional forecasting approach (blue) versus MTCA (red).



Why Haven't Companies Embraced the Concept of Demand-Driven?

Incentives

Traditional view of supply chain excellence

Leadership

Focus: Inside out, not outside in

Vertical rewards versus horizontal processes

Focus on transactions not relationships

Source: Charles Chase, SAS

Why Haven't Companies Embraced the Concept of Demand-Driven?

- Incentives:
  - As long as sales is incented only for volume sold and marketing only for market share, companies will never become demand driven. To make the transition to demand-driven, companies must focus on profitable sales growth through the channel.
- Traditional view of supply chain excellence.
  - For demand-driven initiatives to succeed, they must extend from the customer's customer to supplier's supplier. Customer and supplier initiatives usually are managed in separate initiatives largely driven by cost.
- Leadership.
  - The concepts of demand latency, demand sensing, demand shaping, demand translation, and demand orchestration are not widely understood. As a result, they are not included in the definition of corporate strategy.
- Focus: Inside out, not outside in.
  - Process focus is (today) from the inside of the organization out, as opposed to from the outside (market driven) back. In demand-driven processes, the design of the processes if from the market back, based on sensing and shaping demand.
- Vertical rewards versus horizontal processes.
  - In supply-based organizations, the supply chain is incented based on cost reduction, procurement is incented based on the lowest purchased cost, distribution/logistics is rewarded fro on-time shipments with the lowest costs, sales is rewarded for sell-in volume into the channel, and marketing is rewarded for market share. These incentives cannot be aligned to maximize true value.
- Focus on transactions not relationships.
  - Today, the connecting processes of the enterprise – selling and purchasing – are focused on transactional efficiency. As a result, the greater value that can happen through relationships – acceleration of time to market through innovation, breakthrough thinking in sustainability, and sharing of demand data – never materializes.

Source: Charles Chase, SAS

Recommendations

- Understand Demand
  - By better understanding demand, companies can plan production capacity and inventory level in a more accurate fashion, minimizing the risk of lost sales opportunities.
- Collaboration and Integration
  - The ability to share information between departments within the business is essential to improving supply chain.
  - Without internal communication processes in place (Demand Planning, S&OP), the company as a whole cannot effectively collaborate with the outside entities, whether they are supplier or customers.
- Supply Chain Management
  - Increased visibility into supply decisions and constraints by providing input in the demand shaping and shifting activity will help ensure the product is available at the right place at the right time.

Aberdeen Group
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Thank You ☺

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