SUPPLY CHAIN FORECASTING & PLANNING CONFERENCE

w/ 1-Day Planning & Forecasting Analytics Tutorial

19 – 21 November 2014

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Forecasting is a key element of any supply chain or S&OP process. "Getting the forecast right" at least gives you the opportunity to deliver real supply chain improvement. IBF’s Full-Day Tutorial will help you understand your forecasting process and software from the ground up. It will lead you through an understanding of common techniques found in your forecasting software and help you take advantage of its untapped potential. If you don’t have forecasting software, this tutorial will teach you what models and methods it should have and how to use them with MS-Excel. You have the option to bring your laptop to the event. Furthermore, we will discuss how to “cleanse” data and choose the right data for use with your models and systems. Greater forecasting performance can be achieved through better data management, which you will learn at the IBF Tutorial.

### Section 1
**INTRODUCTION TO BUSINESS FORECASTING AND S&OP PRINCIPLES**
- Why the forecasting process is key for successful S&OP
- The role of demand planning & forecasting professionals in the S&OP process
- The importance of cross-functional participation
- Gaining consensus and buy-in for plans and forecasts
- The power of one number forecasting

### Section 2
**INTRODUCTION TO BUSINESS FORECASTING AND S&OP PRINCIPLES**
- Types of forecasting methods
  - Extrapolative (time series) methods
  - Explanatory (cause-and-effect) methods
  - Judgmental methods
- Data considerations (e.g., missing data, outliers, etc.)

### Section 3
**INTRODUCTION TO TIME SERIES: SIMPLE AVERAGES, MOVING AVERAGES AND EXPONENTIAL SMOOTHING**
Among all models, time series models are the ones that are used most in business
- Level Change
- Percentage Change
- Weighted Average Percentage Change
- Moving Averages
- Sales Ratio
- Exponential smoothing models
- Classical Decomposition Model

### Section 4
**REGRESSION MODELS FOR FORECASTING AND QUANTIFYING RELATIONSHIPS WITH PROMOTIONAL ACTIVITIES AND EVENTS**
Regression is the basic tool for measuring the relationship between variables. It is often used where some understanding of the underlying reasons for the forecasted values is needed
- Classical regression model
- Simple regression
- Multiple regression
- Interpreting results
- Regression coefficients
- The R-squared statistic
- "t" ratios and statistical significance
- Multicollinearity
- Serial correlation
- Dummy variables
- Seasonality

### Section 5
**MEASURING FORECASTING PERFORMANCE**
The measurement of forecast accuracy is essential in any forecasting process.
- Goodness of fit vs. forecast accuracy
- Within-sample vs. out-of-sample tests
- Rolling out of sample evaluations
- Three important statistical measures of forecast accuracy: MPE, MAPE, and WMAPE
- Designing an out-of-sample test

### Section 6
**“PUTTING IT ALL TOGETHER”**
The measurement of forecast accuracy is essential in any forecasting process.
- Forecasting Best Practices Summary
- Forecasting Processes
- Data Collection & Analysis
- Methods & Models
- Software & Systems People
- “The 3-C’s”…..Collaboration, Communication & Commitment
- The “Seven Pearls of Forecasting”

### General Sessions

1. **The Art and Science of Forecasting:
   When to Use Judgment and Forecast Value Add (FVA) Analysis**
   Many companies now use software that enables users to generate hundreds or thousands of time-series forecasts quickly. For some products, the statistical forecast may be the best; but for others, human judgment will always be better. And in many cases, combining the two can provide the best of both worlds. In this session, participants will learn when judgment can be expected to help or hurt the forecast and what parts will respond best to a statistical forecast. We will also teach a Lean approach to forecasting known as Forecast Value Added (FVA). This approach will help you determine where to put your scarce resources in developing your plans and forecasts.
   **You will learn:**
   - Part Segmentation and use a “Forecastability Matrix” to guide statistical versus judgement inputs
   - Understand which parts may be due for an updated production strategy because of limitations on their forecastability
   - Track forecast accuracy and FVA (Forecast Value Add) analysis
   - Learn the shortcomings of judgment inputs and how to mitigate them

   **Hugo Fuentes**
   Sr. Director of Supply Chain
   Finning Sudamerica
   **Jonathon Karelse**
   Principal
   NorthFind Partners

2. **Transferring Local S&OP to Global S&OP**
   Global S&OP is an important business process in today's age of international commerce. In our view, the best global S&OP processes should be based on the drivers and cycles of the supply chain. In this presentation, we will share a discussion about our
local S&OP (BU level) and how Frazer has transferred it to a global process. The transfer meant creating planning horizons, defining planning and monitoring (including KPIs) levels, and having an awareness of the gaps. We will not only discuss how the company closed the gaps and overcame the challenges we faced during the process, but also how we have solved them and recognized them to be bigger challenges that requires new capability.

You will learn:
- How to correct and harmonize master-data
- Effective ways of change management within local organizations for better S&OP
- How to achieve harmonized KPIs to evaluate global S&OP success

Pamela Nelimarkka
Senior Manager, Global Demand and Capacity Planning, Confectionery & Bakery
Fazer

3 CPFR and the Extended Supply Chain
Alignment of the supply chain all the way to your customer’s customer is essential to improving demand response. How do companies forge strategic relationships and manage multiple S&OP processes? Many manufacturer-retailer trading partners use collaborative planning, forecasting, and replenishment (CPFR) strategies to jointly plan supply chain activities. You will learn how to enact CPFR at your own organization and connect it to your internal S&OP processes.

Attend this session to:
- Identify the good candidates for CPFR relationships
- Define metrics that can help drive alignment in the CPFR process
- Think holistically about the connection of customer and internal S&OP processes

Jordi Zwart
Partner Manager
KPN

4 Fostering a Culture of Change and Successfully Implementing a Demand & Supply System
Have you ever been challenged to implement a supply chain systems project? From ERP to demand / supply solutions, not only can it be a costly process, but time consuming as well. Especially, when not done correctly. In this session, you will learn to outline and plan the necessary steps to successfully implement a demand & supply chain system that’s ‘on time’ and ‘within budget’. Additionally, we will discuss how to bring your customers with you on the journey and how to motivate and develop the team to keep them on track to deliver. To maximize its success, collaboration within and outside the enterprise can be crucial and essential aspects to success. This collaboration requires our teams and partners be committed to change, and along with the right motivation and incentives to create a belief in the new path. Join us in this session to learn how to avoid those pitfalls and proper steps to take to achieve success in implementing a new solution.

You will learn:
- The necessary steps to complete prior to engaging supply chain planning and forecasting software vendors
- How to identify resistance and manage culture change - the most important elements in managing change
- Successful and proven agile techniques that can be used to properly motivate teams, both inside and outside the organization

Andy Moyes
Independent Programme Manager & Change Professional

5 New Product Forecasting using Predictive Analytics and Data Mining
New product forecasting is a major challenge for demand and supply planners, both in estimating future demand and setting adequate inventory levels. With no historic demand data, traditional statistical forecasting methods cannot be employed and new product forecasting is often left to the judgment of human experts. But with fashion industries and electronics introducing thousands of new products multiple times per year, analytical methods to automatically forecast new products are needed. This presentation will showcase a new approach from Predictive Analytics and Data Mining, which uses time series clustering and similarity search for analytical, data driven and fully automatic new product forecasting by analogies. Designed to construct launch profiles from past product launches data, it utilizes increasing sources of information including product features before launch, recalibrated by using initial orders during launch and early sales observations past launch. The method provides forecasts for new products and empirical quantiles which are used to derive safety stocks. Its promising performance is illustrated in an empirical evaluation using real data from case study in the fashion and textile industry.

Attendees will learn
- What Predictive Analytics is and where it can help in Forecasting
- How to use Time Series Clustering in New Product Forecasting
- How to set New Product safety stocks using analogous products

Sven Crone
Director
Lancaster Research Centre for Forecasting

“Top notch functional knowledge experts speaking in practical terms with fundamental application”

Frank Marottolo, COVIDIEN
6 Analytics Support for Forecasting and S&OP at Oriflame Cosmetics

Since 1967, Oriflame has used multi-level marketing to sell personal care, accessories, and nutritional products directly to customers. In this global economy, Oriflame has one of the highest product churn rates in the world, but no shelves to sell from. Instead, the company has to incentivize 3 million consultants to sell, every day. In order to achieve effective statistical forecasting, one has to tailor a forecasting model for Oriflame’s business model. But how do you do statistical forecasting with an average of three historical data points per product? How do you integrate marketing data with forecasting algorithms? At Oriflame, we integrate product rollouts and S&OP, and manage scenario planning statistically. We use top-line projections to balance the bottom-up view and compensate forecast bias in production. Join us in this session to learn more how we leverage analytics for better forecasting to achieve greater company performance.

You will learn:
• How to integrate marketing information in the forecasting process
• How to counter the effect of bias in the sales forecast
• How to manage risk using scenario planning

Nils Ooppelstrup
Global Forecasting Development Manager
Oriflame Cosmetics

7 Your Next Step - Successfully Implementing Forecasting and S&OP Technology

In order to achieve more insight in the complex world of delivering cigars in more than one hundred countries globally, a solid forecasting system was needed. Of course, a major cornerstone of a highly successful demand planning system is a well configured demand planning process. This combination has helped improve business performance driven by the accuracy of information being fed into our ERP system. Understanding the need for increased resources, the ingredients for a successful forecasting process, as well as how to best implement a new system will be a major emphasis in this presentation. We will also talk about the role of technology in our S&OP process and the specific successes we achieved for materials planning in multiple production locations and more.

You will learn:
• How to identify and select a solution that works for your specific market situations
• The ingredients of a successful forecasting process
• Steps to automate the S&OP process

Danielle Post
Demand Manager
Royal Agio Cigars

8 Forecasting and How to Get Customers to Purchase the Parts You Want Them to Buy

You have probably noticed that customer demand can be rather unpredictable, which can take a toll on your company’s bottom line. This often happens because your customers may not always be willing to share information about their plans, inventory levels, and more. But, even if they are willing to share such information, they may not know what or how to share! Thus, if demand for your company’s parts is volatile, it is more difficult to provide high standard service levels. The goal is to determine how to get a more stable demand signal into your supply chain in order to provide high service levels in a way that is not very expensive. This presentation will explain Rolls-Royce’s TotalCare® offering and the role of forecasting and planning for spare parts. This is not only good for customers, but it is also a very powerful means to achieve a more stable demand signal in your company’s supply chain.

You will learn:
• How the Rolls-Royce TotalCare® offering works for achieving a more stable demand signal
• How TotalCare® helps predicting Customers Demand of spare parts
• Why TotalCare® is a Win-Win solution for both Rolls-Royce and its customers

Andrea Pisoni, Services Business Executive
Rolls-Royce

9 Benchmarking and Assessing Forecast Maturity Practices

Regardless of the size of your organization, it is often very difficult to compare forecast performance based on accuracy metrics. Indeed, the numerous data definitions, the calculation methods, models used etc., can create inconsistencies that make it hard for most companies to be able to directly benchmark against a company or specific business area. Michelin has found a way to supplement this by benchmarking the forecasting practices among different companies. We will share and analyze how Michelin implemented and achieved this milestone of a forecast practices maturity assessment. We will also share the tools and systems utilized to perform this assessment in a quick and standard manner.

What you will learn:
• What is benchmarking forecast practices
• What are some of the benefits of benchmarking practices and why are they crucial for success
• Identify the key success factors involved for success
• Learn to avoid the possible pitfalls you will encounter in building a benchmark tool

Gustavo Marquez-Zambrano
Corporate Forecast & Demand Planning Referent
Michelin Tires

Olivier Ardouin, CPF, Consultant
A Vision
**10 Building the Demand Planning Capability—Norgine’s Case Study**

Demand Planning is a way to optimize resources, eliminate waste, increase profitability that comes from streamlining the operations in an organization. This success is based on creating a reliable and accurate forecast. In this session, you will hear how Norgine developed its Demand Planning capability within a newly formed central planning team. The key to this has been implementing a forecasting tool matched with a best practices process, and ensuring the knowledge developed can be maintained in the business after the project was completed. We will also talk about how we built the capability and confidence from new Demand Planners entering the central planning function. Other topics that we will cover include ways to develop a good understanding of wider statistical forecasting techniques and the importance of influencing and managing relationships with business colleagues in remote markets. Join this session to see how great Demand Planning can deliver real value to the S&OP process.

You will learn:
- How to go about optimizing a Statistical forecasting tool for your business
- How to build sustainable tools and the process capability within a Demand Planning team
- The importance of relationships with colleagues in delivering a robust Demand Plan to support the S&OP cycle

Tessa Mahon  
S&OP Manager  
Norgine

Sandra Labinjoh, CPF  
Managing Director  
Plain Pencil

**11 Demand Planning at CCS Healthcare - A Strategic Advantage**

Demand Planning serves as the foundation of a full-fledged supply chain planning process. At CCS Healthcare, our fast-moving consumer goods environment proved just how vital their process has to become in order to stay competitive. Utilizing valuable sales input, customer event planning, and competitor market activity, CCS Healthcare has fine tuned a well developed and effective signal mix within their plan. This input has also proven critical in forging long-term plans that account for those broader shifts within the market and customer base that help senior officials implement corporate strategy. This presentation will focus on how our demand planning process unfolds and forms an integral part of our overall business strategy.

You will learn:
- How consumer goods companies can use demand management as a major strategic initiative
- About CCS Healthcare’s unique market challenges that makes successful demand management critical
- Methods for gathering useful sales feedback to improve the forecasting & planning process
- How CCS Healthcare uses demand management to communicate within the S&OP process

Lars Ryding  
Director  
CCS Healthcare

**12 Using Big Data & Predictive Business Analytics for Superior Forecasting and Revenue Management**

Since 2008, numerous companies have experienced significantly high volumes on deals. In an effort to to wean themselves off this practice, companies are now adopting revenue management practices. already proven successful in the airlines and hotels industry to help drive quality revenue. Revenue management is the application of disciplined analytics with internal and external data to predict consumer behavior and optimize the marketing mix – particularly price, promotion and pack. In this session you will get an insight to how businesses are building their analytic capability and using it to deliver impressive results.

You will learn:
- How analytics can optimize the marketing mix and improve forecasts and business KPIs
- How predictive analytics tools can leverage big data to drive significant improvements
- How revenue management and big data analytics can build dynamic pricing capabilities

Richard Loretto  
Senior Director  
Alvarez & Marsal

**13 Forecasting Automobile Demand: Opportunities, Challenges and Best Practices in Focus with TATA Motors**

Like most of the organizations Tata Motors, India’s largest automobile company with revenues of 38.9 billion in 2013-14, is facing an uncertain macro-economic environment and the subsequent business challenges. As an industry leader it has anticipated the importance of statistical forecasting as a key input to business planning and its execution. In this session, you will hear TATA Motor’s journey of improving forecasting accuracy and how they have overcome challenges while adding value to the existing business planning process.

“Quality, quality and quality... for the speakers, the subjects and the conference in general. Kudos!”

Richard Groulx, Logistics Manager, PREVOST (div. of Volvo Bus)
You will learn:
• An established approach to vehicle demand forecasting specially in the emerging markets that can applied to other industries
• How to leverage data available outside your organization for better forecasting
• Granularity decision planning in terms of geography, product and time

Susan Mani  
Assistant General Manager  
TATA Motors

Nilmadhab Mandal  
Practice Manager, Supply Chain Solutions  
SAS

14 Gearing Your S&OP Process to Support a Growth Strategy – Integrating the ‘New Stuff’

In this workshop we will explore the challenges of integrating ‘New Stuff’ into the ‘S&OP/IBP’ process, share ways of creating a ‘growth mindset’ and develop the opportunities for your company to integrate growth into your ‘joined-up decision-making’ processes and behaviours. Through interactive working sessions, you will have the opportunity to assess the alignment between your companies ‘S&OP/IBP’ process and growth objectives, and take back actions to improve ‘joined-up decision-making’ as an enabler for growth.

You will learn:
• Innovation & Portfolio Management – How to Integrate the New Stuff necessary to accommodate growth
• Balancing Control and Creativity - How to join-up the decision making process, learn how to make seemingly opposing forces must come together
• How to keep sight of the end-in-mind (profitable, sustainable growth) and the decisions required to integrate the portfolio of ‘new stuff’ into the business and deliver the intended business results

Chris Turner  
Co-Founder  
StrataBridge

What you will learn:
• Latest IBL process steps and how it differs from S&OP
• How to build on an organization with existing processes
• Practical steps for process implementation

Dave Manning  
Sr. Partner  
The Delos Partnership

16 Managing Demand Planning: It’s Not Random, But What Is the Cause?

Royal DSM has built a dynamic supply chain causal model of the food additives industry. The model includes the order flows, goods flows, with capacity limitations, lead-times, and feedback loops. DSM’s demand has been oscillating due to certain drivers, the most important of which are consumption in the end market downstream. The length of the supply chain has also impacted its volatility based on the bullwhip effect. In this session, we will discuss these drivers in depth that impact supply planning. In addition, we will talk about how DSM uses this causal model in its quarterly S&OP cycle and how we mitigate risk from the oscillations created by supply chain delays and activities. Along with forecasting, these models give a greater understanding of the business for better planning and decision making. Join us in this presentation to learn how you can apply this model and our lessons learned to your business.

What you will learn:
• What drives demand and how to model this data and information
• The opportunities provided by causal modeling in system dynamics
• How to mitigate risk from delays and certain activities in the supply chain that create high demand oscillations

Lina Budiono  
Demand Analyst  
DSM

Robert Peels  
Director  
Flostock

17 Using Benchmarking in Planning & Forecasting to Create Motivation for Change

A fully optimized and efficient supply chain can be the difference between being an organization that succeeds, and one that fails. How can you determine what best-in-class performance looks like and more importantly how do you know where you can improve, or by how much? At Oliver Wight, benchmarking has become a viable solution to help achieve optimization. Utilizing benchmarking allows for industry comparison and helps identify strengths and opportunities for improvement.
You will learn:
• What is benchmarking, why use it and how is it used to drive improvement
• How to integrate benchmarking into a viable strategic tool
• Performance measures to look to when benchmarking your supply chain
• How benchmarking can drive actionable strategy within your business
• Benchmarking: Can it be a behavior change agent?

Jerry Shanahan
Partner
Oliver Wight LLP

18 Advanced Planning and Optimization (APO) Forecasts, Product Portfolio Segmentation, and Inventory Management

The EMEA division of Federal Mogul has its European distribution center located in Belgium and a number of satellite distribution centers throughout Europe. Recently, the organization took up the challenge to revise their safety stock and inventory targets in their distributed network. Using Advanced Planning and Optimization (APO) forecasts and product portfolio segmentation, they performed a first analysis using a single-echelon approach—

for benchmarking and determining centralized-decentralized stocking policies for optimizing inventory. During this endeavor, some interesting challenges were encountered that will be shared along with their solutions. This includes how does one integrate the new safety stock and inventory targets inside a live environment, both from the organizational perspective as from the system’s perspective? How to choose which segments to base demand and deviation calculations vs. which ones to use for forecast and forecast error. Plus, how to leverage and extrapolate your historical forecasts when opening a new distribution center?

Join us to hear our lessons learned.

You will learn:
• On which segments to base your calculations on demand and deviation, and on which to base on forecast and forecast error
• What to do with historical forecasts when opening a new distribution center
• The importance of understanding the different reordering logics inside your ERP and their relation to forecast consumption

Koen Ferket
Supply Chain Optimization Manager EMEA, Global Aftermarket
Federal Mogul

Sacha De Backer
S&OP Consultant
Solventure

“From creating a simple demand plan, to developing a complex and robust S&OP process IBF serves as a great resource for any size company”

James Gregorio, Executive Director Demand Planning, SONY PICTURES HOME ENTERTAINMENT
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EARN 10 POINTS TOWARD RE-CERTIFICATION BY ATTENDING THIS CONFERENCE!
Roger has over 20 years of experience of working within the manufacturing sector. He spent his formative years at British Steel and joined Pegler in 1998 where he has been a main board director for the last 8 years. With a unique combination of having been both Finance Director and, for the last 6 years, Supply Chain Director - Roger has overseen many projects including Sales Forecasting and Demand Management, Enterprise Resource Planning, and Customer Relationship Management. During the last few years he has been responsible for introducing a Global Integrated Business Leadership process (IBL) linking 5 supply sources from West and East Europe, and the Far East to global consumers and markets. He is uniquely placed to share the practical realities and issues of implementing this challenging process, with a view from the board room. Roger has a degree in Industrial Economics and is also a qualified Chartered Management Accountant.

Olivier Ardouin, CPF | Supply Chain Planning | Avison
Olivier is an APICS Recognized Instructor for CPIM et CSCP: Associate. He has 18 years of experience in Demand Management. Whilst in Lexmark, he was in charge of the European forecasting team. He has now set up his own consultancy firm, Avison. He does audits and supply chain consultancy work.

Sacha De Backer | Consultant | Solventrue

Lina Budiono | Demand Analyst | DSM
With over 15 years of professional experience as a buyer, inventory controller, and analyst at Toyota, Heineken, HP Foods (previously part of Danone, now part of Heinz), and Momentive (previously Hexion), Lina currently holds the position of Demand Analyst Savoury Ingredients at DSM Food Specialties. At Savoury Ingredients, Lina is part of the Supply Chain management team and Sales & Operation Planning team. She is also responsible for the short- and long-term forecasting processes and for conducting market intelligence, which includes macroeconomic analysis, market trend, key customers, competitors’ activities, and new markets. She has a Master’s degree in International Business and a Bachelor of Science in Industrial Engineering.

Sven Crone | Director | Lancaster Research Centre for Forecasting
Dr. Sven F. Crone regularly consults on corporate projects, forecasting copper prices with neural networks, predicting advertisement ratings for television networks, and retail forecasting for calendar events and weather. He frequently provides training courses for conferences, covering topics including “Forecasting Fundamentals”, “Statistical Forecasting with SAP APO- DP” and “Forecasting with Artificial Neural Networks”.

Koen Ferket | Manager of Supply Chain Optimization Manager EMEA, Global Aftermarket | Federal Mogul

Jonathon Karelse | Principal | NorthFind Group
Following a successful tenure as Head of Yokohama Tire Canada’s Consumer Products division, Jonathon joined Wholesale Tire Distributors as VP - Strategic Planning and Corporate Development before founding his own distribution enterprise. He has developed forecasting and performance metrics for organizations such as American Express Bank of Canada, BMO Bank of Montreal, Future Shop/Best Buy and Yokohama Tire. Jonathon studied Economics at the University of Western Ontario before moving to Vancouver to study Law at the University of British Columbia. In 2008, he completed the MIT Sloan’s Executive program in Operations and Value Chain Management.

Sandra Labinjoh, CPF | Managing Director | Plain Pencil Director
Currently Managing Director at Plain Pencil, Sandra is an independent Supply Chain consultant with over 15 years’ international experience in Demand and Supply planning and Customer Service. Prior to launching Plain Pencil, Sandra was Global Demand Planning Capability Manager with Diageo. There she built a global program for the Demand Planning Capability covering organization design, training, and e-learning solutions. Sandra also supported the development of the SAP APO demand planning solution to support the global organization. Sandra has experience in delivering Integrated Business Planning with BP Industrial across Europe and led the Sales Operations development program for Sony Ericsson in Asia Pacific. Other organizations Sandra has worked with include Danone, GlaxoSmithKline, United Biscuits, and Gillette. She is currently working with Norgine to deliver world-class Demand Planning Capability with the Integrated Supply Chain Management team. Sandra is a Certified Professional Forecaster with IBF.
Richard Loretto | Senior Director | Alvarez & Marsal

Loretto has 20 years of international performance improvement experience, most recently as executive director, commercial operations for Western Europe, Middle East, and Africa for Avon Cosmetics. He implemented an S&OP process for Avon, significantly improving forecasting across markets, and enhancing cash-flow and gross margins. Previously, Loretto held positions with Proctor & Gamble and was a principle consultant with Deloitte. He began his career with Unilever in the United Kingdom. He earned a master’s in economics from Cambridge University and is a Chartered Management Accountant.

Giuseppe Lovecchio | Supply Chain Consultant | Lovecchio Consulting

MEng, CFPIM, CSCP, MBA, EMLog, CMC, CPF, since 1990 Giuseppe has had hands-on experience in Operations and Supply Chain Management in international industrial groups (including Aem Milan, ABB, AlliedSignal, BOSCH and ALSTOM), covering various management positions, from Purchasing Manager, Supply Chain Director to Deputy General Manager. He has been involved globally for eight years with direct responsibility in a set of complex projects related to S&OP, MRPII, lean manufacturing, kaizen blitzs and SAP R/3 multi-site. Since 2005 he is the owner of an engineering and consulting firm named “Lovecchio Consulting” specializing in operations, supply chain and warehouse design, as well as educator in various post degree management schools. He teaches all 5 modules of the CPIM certification and the CSCP program, as APICS CPIM & CSCP Master Instructor. He is a member of the Committee of Subject Matter Expert (SME) of APICS CSCP learning system (editions 2010, 2011 and 2012), contributor of the SCOR model 11 of the Supply Chain Council, and also publishes several articles on the subject.

Tessa Mahon | S&OP Manager | Norgine

Tessa has an extensive Supply chain background working in Australia and Europe. She started her career with General Motors Australia as a Logistics Coordinator before moving to the Global Lock Manufacturers ASSA ABLOY. There Tessa worked as a Supply Chain Project Manager covering projects in New Zealand and Australia, while gaining valuable experience in Demand Planning. Throughout previous roles, she has analysed and implemented key supply chain tools and processes including the development and implementation of MRPII. Tessa has also managed slow and obsolete inventory, provided analytical support and project management for DIFOT, stock shortages, stock levels, and transportation costs / savings. More recently she has taken a leading role in S&OP processes as part of her current role as S&OP Manager at Norgine. Tessa holds a Masters Degree in Marketing specialising in Supply Chain Logistics from Monash University Australia.

Nilmadhab Mandal | Practice Manager, Supply Chain Solutions | SAS India

As an accomplished business analytics professional, Nilmadhab has demonstrated experience in academics and business providing techno-functional consulting and leadership for analytical solutions & projects. Over the past seven years he has been with SAS India in several roles. His latest being a role to spearhead SAS Supply Chain Solutions for Indian and in the neighboring markets. He holds an MBA and recently completed the Advanced Program in Supply Chain Management from the Indian Institute of Management, Calcutta (IIMC). He has had past invites to present at numerous seminars including the International Conference on Advanced Data Analysis, Business Analytics and Intelligence, and IIM Ahmedabad (IIMA).

Susan Mani | Assistant General Manager | TATA Motors

Susan has a strong background in analyzing marketing strategies. Given her academic credentials and prior experience with a wide range of solutions dealing with marketing and other strategic aspects of product management, she brings with her a deep understanding of high-end analytic techniques. Currently she leads the Advanced Analytics Centre of Excellence at Tata Motors which is the largest automotive manufacturer in India. Susan holds a Masters in Economics from the University of Cambridge where she was Shell Centenary Chevening Scholar. Among others Susan was trained in econometrics by Andrew C. Harvey who is well-known for his pioneering work on the use of the Kalman filter in econometrics.

Dave Manning | Sr. Partner | The Delos Partnership

Gustavo has 14 years of international experience working for Michelin. He previously worked in several Supply Chain Business Intelligence projects worldwide, before joining the European Heavy Truck division as Forecast Manager. Gustavo currently performs as Global Corporate Forecast & Demand Planning referent. He holds a Bachelor’s of Science in Industrial Engineering from Universidad Panamericana Mexico and earned an MBA from HEC Paris, France.

Gustavo Marquez-Zambrano | Corporate Forecast & Demand Planning Referent | Michelin

Gustavo has 14 years of international experience working for Michelin. He previously worked in several Supply Chain Business Intelligence projects worldwide, before joining the European Heavy Truck division as Forecast Manager. Gustavo currently performs as Global Corporate Forecast & Demand Planning referent. He holds a Bachelor’s of Science in Industrial Engineering from Universidad Panamericana Mexico and earned an MBA from HEC Paris, France.

Andy Moyes | Independent Programme Manager & Change Professional

Andy has been in interim management and change management roles for 13 years and has undertaken assignments in a variety of roles across commercial, information technology (IT), and manufacturing functions, with a specific expertise in supply chain management and S&OP. During this time, he has worked with retail, engineering and pharmaceutical companies including Oxford Instruments, Norgine, Tesco, Aggreko and GSK. Andy is currently Interim Programme Manager at Travis Perkins, where he is implementing a group planning and replenishment solution from JDA. He has experience of working with JD Edwards, SAP, Oracle, Infor, Logility. Prior to becoming an interim manager, Andy worked at Racal Decca and 3Com. Andy is a Prosci® Certified Change Management Practitioner, he holds a bachelor’s degree in communications and electronic engineering from Napier University and a master of studies in manufacturing from the University of Cambridge.

Pamela Nelimarkkav | Senior Manager, Global Demand and Capacity Planning, Confectionery & Bakery | Fazer
Nils Oppelstrup | Global Forecasting Development Manager | Oriflame Cosmetics

Mr. Oppelstrup is Manager of Global Forecast Development at Oriflame, where he sets the strategy for and drives continuous development of the forecasting department. In this position, he designed a high-performing forecast engine in an extremely dynamic sales environment. Prior to that he was Process Manager where he designed several cross-functional strategic initiatives in Oriflame. In that post, his key achievement was setting strategic business requirements for IT. Mr. Oppelstrup is an experienced change manager with focus on strategic vision with a specialty in demand planning, forecasting, and supply chain management. After graduating from Saltsjöbadens Samskola, Stockholm, he earned an MBA in Industrial Management from the Royal Institute of Technology, Stockholm.

Robert Peels | Director | Flostock

In 2011, Robert Peels started a consultancy named Flostock, creating a unique new way for demand forecasting to be available to the industry. His insights have been described in numerous journals and magazines, including the Financial Times and ICIS Chemical News, and are included in the curriculum at Wharton University, MIT, and at least six European universities. Before becoming an entrepreneur, he worked 23 years for Royal DSM in various functions, lately as strategy director in coating resins. There he analyzed the financial crisis and built a forecasting model with Eindhoven University of Technology, which correctly predicted demand 2-1/2 years into the future, and allowed DSM to gain 15% market share and 250 M€ extra turnover. The model was based on the insight that the crisis in the industry was largely caused by inventory reduction. This approach was called best practice by McKinsey in a recent article in SCRM. Robert was awarded his Ph. D. on the subject in September 2014.

Andrea Pisoni | Services Business Executive | Rolls-Royce

Andrea Pisoni has 15+ years of experience in the Aerospace sector, having worked both in both Europe and the USA for various multinational companies. He has an MBA from London Business School, is a Fellow of the Association for Project Management and a Fellow of the Institution of Engineering and Technology. He started his career as an Aerodynamics Specialist but soon moved into project management roles, having managed among others some elements of the US Presidential Helicopter development. He has been involved in the development of the BA 609 tiltrotor aircraft and, more recently, has been responsible for preparing the Rolls-Royce Civil Large Engines Demand into the Supply Chain. In this last role, he has been studying the impact of some contractual terms on the planning for spare parts.

Lars Ryding | Director | CCS Healthcare

Lars Ryding is an IT and Business Process Management professional with 15 years of experience in the pharmaceutical and consumer healthcare industry. He has considerable familiarity with the challenges and opportunities of the global supply chain and associated disciplines including demand forecasting, process improvement, and quality assurance. Lars has worked at CCS Healthcare since 2006, where he has spearheaded their demand planning and S&OP process initiatives. Prior to his time at CCS, Lars worked in various IT leadership roles at Pfizer and Pharmacia & Upjohn. Lars holds a degree from Kalmar University in Mechanical Engineering.

Danielle Post | Demand Manager | Royal Agio Cigars

Danielle Post has fourteen years of manufacturing experience in the food and cigar industries. She has held a variety of positions in logistics and planning that have given her many opportunities to work in different projects implementing systems, analyzing complex processes and being involved in continuous improvement projects. As a Demand Planning professional at Royal Agio Cigars, she is closely involved in the selection of forecasting software as well as its integration with the ERP-system. Danielle holds a bachelor's degree in Logistics and Supply Chain from Hogeschool van Hall Larenstein Velp.

Chris Turner | Co-Founder | StrataBridge

Chris works with a range of clients worldwide, across industry sectors, on strategy development, innovation and joined-up decision-making. A highly respected facilitator, Chris has a unique ability to understand and simplify complex business issues and opportunities and translate these into action. He has worked with leadership teams around the world, helping them to articulate, share and realize their strategies through aligning the organization, integrating decision-making and capability building.

Jordi Zwart | Partner Manager | KPN

As a key member of the KPN team, Jordi Zwart has acquired broad experience in both the implementation of service orientated and decision supporting systems as well as processes and supply chains. He has fostered excellent working relationships with the clients within KPN, as well as with their external clients in the Telecom industry on Service Innovations and ‘Delivering what you Promise models’. Jordi’s advanced communication skills allow him to connect to both commercial and operational parties on various levels. Jordi also specializes in S&OP implementations and Service concept developments and implementations.
**Wednesday | 19 November 2014**

08:00–09:00 | Morning Refreshments & Registration

09:00–16:30 | 1-Day Fundamentals of Demand Planning & Forecasting Tutorial

**Thursday | 20 November 2014**

07:00–08:00 | Registration

07:00–08:00 | Welcome & Opening Remarks

08:00–08:15 | WATER & OPENING REMARKS

08:15–09:15 | 1 The Art and Science of Forecasting: When to Use Judgment and Forecast Value Add (FVA) Analysis
Hugo Fuentes, Sr. Director of Supply Chain Filling Sudamerica
Jonathan Karelse, Principal NorthFind Partners

08:15–09:15 | 2 Transferring Local S&OP to Global S&OP
Pamela Neilmarkka
Senior Manager, Global Demand and Capacity Planning, Confectionery & Bakery Fazer

09:15–10:10 | 3 CPRF and the Extended Supply Chain
Jordi Zwart
Partner Manager KPN

09:15–10:10 | 4 Fostering a Culture of Change and Successfully Implementing a Demand & Supply System
Andy Moyes
Independent Programme Manager & Change Professional

10:10–10:25 | Mid-Morning Break | Visit with Exhibitors

10:25–11:20 | 5 New Product Forecasting using Predictive Analytics and Data Mining
Sven Crone
Director Lancaster Research Centre for Forecasting

10:25–11:20 | 6 Analytics Support for Forecasting and S&OP at Oriflame Cosmetics
Nils Oppelstrup
Global Forecasting Development Manager Oriflame Cosmetics

11:25–12:25 | 7 Your Next Step - Successfully Implementing Forecasting and S&OP Technology
Danielle Post
Demand Manager Royal Agio Cigars

11:25–12:25 | 8 Forecasting and How to Get Customers to Purchase the Parts You Want Them to Buy
Andrea Pisoni
Services Business Executive Rolls-Royce

12:30–13:00 | Lunch Sponsored By

Roger Ablett
Supply Chain Director Pegler Yorkshire

13:45–14:15 | Visit with Exhibitors

14:15–15:10 | 9 Benchmarking and Assessing Forecast Maturity Practices
Gustavo Marquez-Zambrano, Corporate Forecast & Demand Planning Referent
Michiel Van Terss
Olivier Aroldouin, CPF, Consultant
A Vision

14:15–15:10 | 10 Building the Demand Planning Capability—Norgine's Case Study
Tessa Mahon, S&OP Manager
Norgine
Sandra Labinjoh, CPF, Managing Director
Plain Pencil

15:15–16:10 | 11 Demand Planning at CCS Healthcare - A Strategic Advantage
Lars Ryding
Director CCS Healthcare

15:15–16:10 | 12 Using Big Data & Predictive Business Analytics for Superior Forecasting and Revenue Management
Richard Loretto
Senior Director Alvarez & Marsal

16:30–16:50 | Mid-Wrning Break | Visit with Exhibitors

16:50–17:25 | Round Robin Roundtable Discussion

17:30–18:30 | IBF Cocktail Reception Sponsored By

**Friday | 21 November 2014**

07:00–08:00 | Morning Refreshments & Registration

08:00–09:00 | 13 Forecasting Automobile Demand: Opportunities, Challenges and Best Practices in Focus with TATA Motors
Susan Mani, Assistant General Manager TATA Motors
Nilmadhab Mandal, Practice Manager, Supply Chain Solutions SAS

08:00–09:00 | 14 Gearing Your S&OP Process to Support a Growth Strategy – Integrating the 'New Stuff'
Chris Turner
Co-Founder Stratabridge

09:05–10:05 | 15 IBP&S&OP One Size Doesn't Fit All
Dave Manning
Sr. Partner The Delos Partnership

09:05–10:05 | 16 Managing Demand Planning: It's Not Random, But What Is the Cause?
Lina Budiono, Demand Analyst DSM
Robert Peels, Director Floatstock

10:05–10:20 | Mid-Morning Break | Visit with Exhibitors

10:20–11:20 | 17 Using Benchmarking in Planning & Forecasting to Create Motivation for Change
Jerry Shanahan
Partner Oliver Wight LLP

10:20–11:20 | 18 Advanced Planning and Optimization (APO) Forecasts, Product Portfolio Segmentation, and Inventory Management
Koen Ferket, Supply Chain Optimization Manager EMEA, Global Aftermarket Federal Mogul
Sacha De Backer, S&OP Consultant Solventure

11:25–12:25 | S&OP Panel Discussion

**Conference Concludes**
SUPPLY CHAIN FORECASTING & PLANNING CONFERENCE
w/ 1-Day Planning & Forecasting Analytics Tutorial

19 - 21 November 2014

Registation Options

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