amsterdam

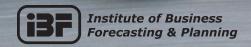## RADISSON BLU AMSTERDAM AIRPORT HOTEL
AMSTERDAM, NETHERLANDS

SUPPLY CHAIN FORECASTING & PLANNING CONFERENCE | EUROPE

17 & 18 NOVEMBER 2011

IBF CERTIFICATION EXAM DATE: 19 NOVEMBER 2011

iBF **Institute of Business Forecasting & Planning**

TEL: +1.516.504.7576 | FAX: +1.516.498.2029 | EMAIL: info@ibf.org | WEB: www.ibf.org/1111.cfm

WORKSHOPS

DAY 1 | THURS | 17 NOV 2011 | 8:30 – 11:30

How to Become Less Reliant on Short Term Forecasting Methods in a Make for Availability Business

I

The target of Make for Availability is near 100% immediate availability of any product when a customer wants to buy it – whether it is consumer or industrial goods. This workshop begins by defining common supply chain problems of surpluses and shortages, and then proposes the necessary changes to execution in operations. The root cause is the system – the current demand, production and inventory management process. Learn how to break from traditional forecasting methods for short term forecasting, and use the most accurate information available - customer orders and inventories. Simple execution processes exist to produce and replenish the correct items and amounts into warehouses. Join us to learn how to keep inventories continually and rapidly in the direction of the optimum. Real world results from companies using this method will highlight this innovative workshop.

You Will Learn:
- How to use Inventory as a short term forecast tool for demand, production and inventory management
- How to use a simple optimization process to keep stock at the correct levels
- How the value of near 100% availability far outweighs current cost drivers

Rudolph Burkhard
Director of Business Development
Vistem GmbH and Co KG

VISTEM. GROW WITH US

Gearing your S&OP Process to Support a Growth Strategy – Integrating the 'New Stuff'

II

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

StrataBridge

WORKSHOP REGISTRATION FEE:
with conference, an additional **$100 | € 77**

2

1-DAY HANDS-ON STATISTICAL FORECASTING & PLANNING TUTORIAL

DAY 1 | THURS | 17 NOV 2011 | 8:30 – 16:30

Section 1

INTRODUCTION TO BUSINESS FORECASTING
Which method(s) performs best (under what conditions) and what are their differences?
- Extrapolative (time series) methods
- Explanatory (cause-and-effect) methods
- Judgmental methods

Section 2

TIME SERIES DATA ANALYSIS
How to identify patterns in time series for model selection
- Identifying Trend and Seasonality
- Identifying Outliers and Structural Breaks
- Classical Time Series Decomposition

Section 3

INTRODUCTION TO TIME SERIES MODELS FOR FORECASTING
An introduction to forecasting with time series methods (most widely used in business)
- Naïve methods
- Averages, Moving Averages & Weighted Moving Averages
- Exponential smoothing models
- Extensions for Trend and Seasonality

Section 4   **(Bonus if time permits)**

INTRODUCTION TO REGRESSION MODELS FOR FORECASTING
A (brief) introduction to forecasting with multiple explanatory variables using Regression
- Simple Regression model
- Interpreting results: coefficients, R2, and statistical significance
- When models fail: Multicollinearity, serial correlation, non-normality
- Extension to Multiple (Variable) Regression
- Extension to Dummy Variables, Seasonality and Dynamic (lagged) Terms

Section 5

MEASURING FORECASTING ACCURACY
The measurement of forecast accuracy is essential in any forecasting process.
- Goodness of fit vs. forecast accuracy
- Within-sample vs. out-of sample tests
- Designing rolling out of sample evaluations
- Three important statistical accuracy measures: MPE, MAPE, and WMAPE

Section 6

FORECASTING RESOURCES
- Forecasting Best Practices Summary
- Software & Systems People
- Resources for further help and information

Nikos Kourentzes
Assistant Professor in Management Science
Lancaster Centre For Forecasting

Lancaster University MANAGEMENT SCHOOL

If time permits MS-Excel will be used for demonstration/exercises. Bring Along Your Laptop!

TUTORIAL REGISTRATION FEE:
with Conference, an additional **$100 | € 77**

Bridgestone's Supply Chain and Forecasting Transformation

Niek Vaessen
General Manager, Supply Chain Management
& Information Technology
Bridgestone Europe NV/SA

BRIDGESTONE
Your Journey, Our Passion

How to Build a "Best in Class" Demand Planning Function in Manufacturing

1

The Demand Planning function is seen as a cog in the wider supply chain process, rather than as a fully integrated business planning function. True Demand Planning actively involves Sales, Marketing, Operations and Finance to plan the future success of the business. The result of this perspective is a truly consensus based demand planning process. This allows senior management to have greater confidence in the information they receive to make decisions, while successfully developing and executing future strategies. Additionally, when all key business functions have buy-in on the same target numbers, consensus-planning shows results in operational savings and increased profits. Join us to see how Smiths Medical became a collaborative, forecast driven business.

You Will Learn:
- Why moving to the integrated business planning model works and how it benefits the business
- How to gain support, engagement and ownership from the commercial side of the business to the planning process
- How to deliver and show tangible benefits from demand planning

Mo Khurana
Global Demand Management Director
Smiths Medical

smiths medical
bringing technology to life

Implementation of a New Global Demand Planning Tool—Lessons Learned, Fights Fought, Wins Celebrated

2

In 2010, Lonza Life Sciences and Biotechnology units implemented a new demand planning tool, which for the first time enabled the company to plan it's demand on a global scale, work with statistically derived forecasts, create collaborative forecasts, monitor forecast accuracy on different hierarchies and deliver financial forecasts. The project consisted of a global interdisciplinary team from 9 different business units, the internal IT department and the software vendor and was realized on time and on budget after eight months. Join us to relive the experiences before, during and after the implementation of this successful project.

You Will Learn:
- The main challenges of implementing a Demand Planning tool for the sales organization
- How the internal and external relationships were best managed for better collaboration
- Lessons learned from a user's perspective after the project has been implemented

Thomas Hsu
Director Supply Chain EMEA
Lonza AG

Lonza

The Role of Demand Planning in S&OP—Overcoming Obstacles to Consensus

3

A number that all parties agree on is a foundational building block in the S&OP process, but often proves the hardest part to achieve. McCormick has learnt that consensus demand comes from a capable demand planning team and culture change to enable an adaptation to a new way of working. Many businesses are embarking on an implementation of Sales and Operations Planning (S&OP) or phase II, Business Integration. This presentation covers clear roles and responsibilities within demand planning and steps ensuring the success of this Business Integration Process. Real world lessons and insights from McCormick will be shared during the presentation.

You Will Learn:
- What to consider in demand planning when implementing a S&OP process
- How to overcome the barriers to consensus demand
- How to recruit and retain good demand planners

Rachel Stafford
Business Integration Manager
McCormick UK

Mc McCormick

Douglas Kent
European President of the Supply Chain Council
eKNOWtion Consultancy

eKNOWtion

The TRUST Project-A New Approach to an Old Forecasting Problem

4

This presentation details a new approach for continuous improvement in the supply chain organization by defining main roles, responsibility, missions and objectives. This supply chain project targets assessing and reviewing current processes to identify areas that will benefit from the TRUST approach. The beginning, known as the blue print phase, highlights a review of the basics. No more will the supply chain depend on orders sent from market to factories, the new driver will be the sales forecast. Thus, the switch from local and independent processes toward a standard and global process is required. Join this session to learn about this new, customer centered approach, and how it will reduce supply chain costs for your company.

You Will Learn:
- How to utilize collaborative planning to gain global efficiency in the supply chain
- How to increase product availability while reducing inventory and overstock costs
- How to leverage global connectivity to gain local product availability

Thomas Debray
Corporate Logistics Department
Groupe SEB

SKU Count: A Measure of Supply Chain Complexity and Improving Forecast Accuracy at a FMCG Company   5

In this forever-changed economy, there are many ways to measure business complexity. Rarely does this topic rate as a priority on any CEO's agenda. However, leaders at SC Johnson Europe are focusing on improving Supply Chain complexity by optimizing the product portfolio from removing unproductive SKU's. This SKU rationalization process has reduced complexity in our product portfolio leading to greater forecasting performance. Success has also come from keeping it simple and gaining commitment from the entire leadership team, which requires new skills and compromise. Plus, setting clear accountabilities and roles in the process has generated the right behaviours from each business function. As a result, this has allowed SC Johnson in 2010 to achieve their targets in terms of complexity reduction and forecasting performance.

You Will Learn:
- How to reduce Supply Chain complexity and improve forecasting performance from a SKU rationalization process
- How processes and accountabilities should be defined, as well as measured
- Common challenges faced at SC Johnson and how they were met, including key success checkpoints during the process implementation

Mauro Ferrari, CPF
Demand Planning Manager Northern Europe

Florian Douillet, CPF
Demand Planning Manager Southern Europe
SC Johnson Sarl

How a Local Player Surprised PepsiCo Russia with a Working S&OP Process   6

This session presents the story of how WBD implemented a S&OP process that challenged Russian business culture, overcame obstacles and achieved sustained success resulting in recognition by PepsiCo, the parent company. These results have put S&OP on the list of best practices to be implemented for the whole PepsiCo 'Power of 1' organization. Lessons learned, viewed from a different cultural angle could provide a valuable perspective to handle common challenges for gaining commitment and confidence in

these processes. In this session, you will learn how to develop creative solutions for forecasting that reach target accuracy levels. Join us to learn how to make S&OP the central organizing point for the whole company.

You Will Learn:
- How to redirect managements focus from the past to the future
- How to manage best in class accuracy utilizing a centralized demand planning team
- The importance of leadership in creating the culture of data-driven decision making

Oleg Medoev
Sales Information & Business Decisions Director
Wimm-Bill-Dann/PepsiCo

Politics and Bias in Forecasting and Planning — How to Speak the Language of Non-Demand Forecasting Personnel   7

The complaint over the years has been that demand planning/ forecasting jobs (though fun to do) involve politics that create biases in our forecasts, affecting the resulting accuracy. The truth is, Demand Forecasters & Planners are at the centre of differing priorities and functional objectives and need to embrace politics as one of our forecast variables. Controlling this variable requires managing other functions via accepting that politics exist, speaking the language of sales and marketing and other methods that do not require us to talk about trends, ex-posts, etc., which further motivate politics and bias in our processes.

You Will Learn:
- How to embrace Politics and understand when to utilize them for our benefit
- How to use non-technical language in the forecast process and reduce the politics and bias in the process
- Working examples illustrating successes achieved and lessons learned from using politics to your advantage

Olajide Adetunji
WA Demand Manager
Procter & Gamble

Creating Transparency and Linking Demand and Supply KPI's in TDC's S&OP Process   8

To facilitate envisioning the S&OP process, TDC has created a transparent S&OP cockpit and planning setup that enables stakeholders to link forecast error to the performance of the supply chain measured in a number of service levels for the end-to-end delivery process. This planning setup includes a number of planning scenarios with risks and consequences, supporting the decision making process. This presentation reveals a development program that focuses on commitment and transparency reducing forecast error. The results have been dramatic in terms of reduction in forecast error and minimization of bias that often corrupt the

forecasting. Join this hands-on session to learn how you can renew your companies S&OP vision.

You Will Learn:
- Central KPI's of a S&OP process and the link between them
- How to design planning scenarios for each sub process in the total delivery process
- How to use a S&OP maturity model to assess development initiatives for your S&OP process

Connie Køhler Gudum
S&OP Manager
TDC Denmark

Global Rollout—Sales & Operations Planning at Heineken

9

Motivated by a changing environment, Heineken decided to implement an upgrade to their existing Sales & Operations Planning processes (S&OP) across its operating companies stretching around the world. Goals of the revised program include having a sound S&OP framework, allowing the global regions to work more efficiently and improving communication within the company. Ultimately, allowing Heineken to achieve the customer service levels, inventory levels, market share, and profitability goals set. Direct results noted within the company include a better understanding of the supply chain, cross-functional KPIs, and increased trust internally leading to better financial figures in areas such as reliability, bottles needed, transport and inventory costs. Join us in this session to learn from Heineken's new and successful S&OP journey.

You Will Learn:
- Essential characteristics of a global S&OP framework
- Practical, proven, and measurable results of S&OP improvements at Heineken
- Do's and don'ts for a large Global S&OP roll-out program

Johan Smits
Manager of Sales & Operations Planning
Heineken

Michael English
Sr. Manager
Deloitte Consulting

Supply Chain Transformation— From Rear View to Forward Vision

10

This session explores how investing in powerful forecasting tools will help to clearly identify upcoming trends. With the economy showing signs of recovery, businesses positioned for global growth will need a strong international demand management organization to optimise their market's advantages. Companies that utilise the Sales Inventory & Operational Planning (SIOP) process (also known as S&OP) to align their business plans achieve inventory optimization to support growing business operations. By implementing global strategic processes, companies are able to maximise local stock availability and cut shipping and transportation costs.

You will learn:
- Lessons learned from demand planning through a global recession and recovery
- How to effectively incorporate 5000 New Product Introductions per month into an S&OP process
- How to use eCommerce capabilities to determine demand sense and demand shape

Stephen Garbett
Forecasting and
Demand Planning Systems Manager
Electrocomponents plc

Dynamic S&OP— Responding to the Volatile Business Environment

11

After conducting a SCOR audit of Al Nahdi Medical Co. supply chain, it became clear to management that a transformation of their supply chain was imperative. Pharmacies were ordering excess product to avoid running out of stock, creating artificial shortages in the supply network and building excess inventory. This presentation outlines the implementation of a Sales & Operation Plan focused on changing the supply chain network to enhance the order fulfilment process. Join us to see how the transformation affected not only the supply chain, but created a consensus culture that nurtured a more profitable strategy moving forward. Plus, learn the common obstacles faced in the Middle East and how they were overcome.

You Will Learn:
- How to conduct a SCOR audit of supply chain planning
- How to integrate data-mining into S&OP
- How to achieve sustainable growth through dynamic S&OP

Ammar Aklan
Vice President, Supply Chain
Al-Nahdi Medical Company

John Paul
Managing Director
iCognitive

Utilizing Demand Planning and Forecasting Data for Truly Collaborative, Global S&OP

12

Collaboration has always been a cornerstone for accurate Sales and Operations Planning (S&OP) processes. By starting with real-time, collaborative sales forecasting data, companies can unlock tremendous gains in customer service and profitability. In this session, discover how Emerson Therm-O-Disc's decision to embrace demand-driven planning has allowed the company to make optimal use of its global production facilities, improving customer satisfaction with on-time delivery. Further reductions in expedited shipping bills and overtime labor costs results in a healthier bottom line.

You Will Learn:

- How to design and implement a workflow driven forecasting process that supports S&OP decision making
- How to identify key market and sales trends by deciphering the "story behind the numbers"
- How to deploy collaborative technology that unifies people, process and information to create consensus on demand and production plans

Ron Jansen
Global S&OP and Demand Manager
Emerson Therm-O-Disc

John Sookias
Managing Director, EMEA
Steelwedge

How Much Weight Should the Demand Forecast Be Given? A Case Study from Process Industry   **13**

In traditional S&OP, a long horizon demand forecast is generated for sales units at every distribution node. This demand forecast is used to drive manufacturing and generate dependant demand on components, raw material and intermediates. If the supply chain is very long with multiple stages in manufacturing then first level intermediate creates demand on subsequent intermediates and so the demand propagation continues. In long supply chains as we go up stream demand numbers become unreliable because of high demand lags and Bullwhip effect. This session introduces an intelligent way to analyze demand reliability for each of the intermediates and generate independent demand forecasts for some intermediates instead of using dependent demand numbers.

You Will Learn:

- How to best utilize demand forecasts in the S&OP process for short/mid/long supply chains
- How to manage safety stock for intermediates throughout the supply chain stream
- How to increase supply chain throughput in long supply chains

Nikhil Balkundi
Principal Consultant
Infosys Technologies Limited

Integrating Retail Demand Planning & Forecasting, Strategies for Smoothing the Supply Chain   **14**

This session introduces strategies for the integration of suppliers and vendors for better, more reliable demand planning and forecasting up and down the supply chain. Best practices from retail giant Carrefour will be shared. This insightful presentation covers everything from collaborating with partners, retailers, and suppliers to planning promotional events and product selection based on consumer data. This presentation will show you how to minimize out of stock situations on key SKUs leading to greater sales. Join us to learn how to build collaborative relationships that

will reduce inventory stock holding and increase inventory turns by sharing data among all affected partners.

You Will Learn:

- How to sense POS and ERP sales data to understand the customer buying behavior
- How to increase collaboration and planning with partners or suppliers promotion planning with suppliers
- How to gain partner buy in by planning events and products selection based on POS/ ERP sales data

Rizwan Asim
Head of Procurement & Supply Chain
SSC Al-Suwaidi Holding Company

S&OP—Cutting Through the Marketing Hype   **15**

S&OP has been around for over 20 years and despite constantly evolving, it has become a well defined and mature process. Marketing trends effectively rebranding S&OP come and go, but the marks of maturity in S&OP remain constant. This session will cut through the marketing spin and define the levels of S&OP maturity and the key characteristics of a good S&OP process, including people capabilities. Join us to get some insights into what good looks like, why there is no such thing as S&OP best practice and if there is, why you shouldn't copy it.

You Will Learn:

- The three levels of S&OP maturity and characteristics of an effective S&OP process
- Required people capabilities
- How to compare, contrast and rate the process and then improve it

Dave Alberts, *Director*
Crimson & Co.

Demand Planning at Ter Beke Fresh Meals – Problem Solving and Driving of Improvements   **16**

Demand Planning is the interface between Marketing and Operations, which at times feels very much like being stuck between a rock and a hard place. This session provides an overview of one company's interactions and processes for transforming the flow of information to assure timely product availability. This overview of processes and interactions highlights opportunities for improvement and enhances collaboration across S&OP partners. Join us to learn how you can apply the actions taken by Demand Planning at Ter Beke Fresh Meals (Belgium) on both market and operations. Transform your company with sustained best practices and allow for knowledgeable decision-making.

You Will Learn:

- How we decreased MAPE from 32% to 14.7%
- How overstock was reduced by 40% YTD
- How the service level was increased from 95% to 98.2%

Radu Stanica, *Consultant*

FORECASTING & PLANNING ROUND ROBIN, ROUND-TABLE DISCUSSIONS

Increase your networking opportunities at IBF's Amsterdam conference by joining us at our very popular 1-hour Round Robin, Round-Table Discussion session. Take this opportunity to bring up the most challenging questions facing your team, share your own war stories from the field and hear and share best practices. Choose up to 3 of 5 timely and practical topics provided for your professional enhancement. These sessions will add new dimensions to the services you provide your customers, and increase your contact base in the demand planning & forecasting community. All experience levels are invited and welcome. Plus, get a head start networking right before IBF's Cocktail Reception!

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- **Communication and Gaining Buy-in for Your Forecasts & Plans**
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- **Improving Forecast Accuracy**
- **New Product Forecasting**

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BECOME A CERTIFIED PROFESSIONAL FORECASTER (CPF)

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In this highly competitive global economy, we provide demand planning, forecasting, and supply chain professionals a way to stand out from the crowd. IBF Certifications are recognized worldwide as the mark of a true forecasting &planning professional. Established in 1981,celebrating its 30th year, The Institute of Business Forecasting and Planning is recognized and respected across the globe. But, don't just ask us, ask the hundreds of multinational companies that have IBF certified professionals as part of their staff. Check our website for additional exam dates and locations, www.ibf.org

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Keynote Speaker:

BRIDGESTONE
Your Journey, Our Passion

Niek Vaessen, *General Manager, Supply Chain Management & Information Technology* | **Bridgestone**

Niek is currently working as the General Manager of Supply Chain Management & IT at Bridgestone Europe. He is responsible for transforming Bridgestone's Supply Chain Management. In addition to Supply Chain, Niek's areas of specialty include ICT, Change Management & Business Transformation and Industrial Automation. Prior to this he worked as the Manager of Production Planning & Control at Duferco La Louviere S.A. Niek attended college at Institut Superieur Industriel liegois.

Olajide Adetunji, *WA Demand Manager* | **Procter & Gamble**

Olajide is responsible for total company volume forecasting processes for the West Africa Business. He is currently executing the cultural renewal of the S&OP process. Olajide was able to build a team with the support of his manager to a level of 3.5/4.0 MRPII audit rating using Excel as our planning system. Olajide earned his BS Industrial Engineering, Masters-Managerial Psychology from University of Ibadan, Nigeria and his CIPS Graduate Diploma, Purchasing & Supply Management from the Chartered Institute of Purchasing and Supply.

Dave Alberts, *Director* | **Crimson & Co.**

Dave has over twenty years' experience in designing, managing and delivering complex change programs. Currently, his focus is on improving end to end planning processes across all sectors of the supply chain. Past successes include measurable performance improvement, S&OP design and implementation, inventory reduction and service improvement throughout the company.

Ammar Aklan, *Vice President-Supply Chain* | **Al-Nahdi Medical Company**

Ammar is on the team that is transforming Al-Nahdi from a traditional company to a fully integrated, automated company. He is also ensuring that the supply chain is upgraded in line with the new business model by redesigning the supply chain end to end and devising the five year supply chain road map. Ammar graduated from Sana'a University.

Rizwan Asim, *Head of Procurement & Supply Chain* | **SSC Al-Suwaidi Holding Company**

Rizwan the former Head of Supply Chain at Carrefour in Saudi Arabia is a leading expert in supply chain and the procurement profession across Middle East & Asia. He has received numerous awards from international retail organizations in Middle East and Asia. He has been featured employee for the organizations such as Yum Brands, Dmart Hyper, Fragrancia in Asia and Carrefour Hyper (French Retail Giant) and Danube Hyper (Saudi Retail Giant) in Middle East. Rizwan has a BBA and MBA degree from Michigan International College (Pak Campus) and MSC in Operations and Supply Chain Management (Cont.) from Liverpool University UK.

Nikhil Balkundi, *Principal Consultant* | **Infosys Technologies Limited**

Nikhil has worked on more than 40 consulting assignment in the supply chain domain across 10 industry verticals spanning 22 countries round the globe. He has written multiple blogs and papers and he is a regular speaker at various supply chain management conferences including Institute of Business Forecasting (IBF) where he made a presentation in 2008 European Conference held in Amsterdam. Previously he worked as visiting faculty with some of the leading management and engineering institutions in India. He is a Mechanical Engineer, Post Graduate in Management.

Rudolf Burkhard, *Partner* | **VISTEM GmbH & Co. KG**

Rudolf brings 40 years of varied business experience to his work. He held positions in finance, technical service, sales, marketing, supply chain, project and business management and, most recently, management consulting at Du Pont's European headquarters in Geneva. Rudolf holds a degree in Chemistry from the ETH in Zürich, and MBA from McGill University in Montreal.

Thomas Debray, CPF, *Corporate Logistics Manager* | **Groupe SEB**

Thomas has an extensive history of providing supply chain knowledge and industrial expertise to companies requiring industrial reengineering and empowering and dynamic leadership. He is also a knowledgeable international speaker. Thomas was educated at Ecole Nationale Supérieure des Mines de Nancy and certified by the Institute of Business Forecasting & Planning as a Certified Professional Forecaster (CPF).

Florian Douillet, CPF, *Demand Planning Manager Southern Europe* | **SC Johnson Sarl**

Florian is an experienced Supply Chain Planning professional with deep understanding of the planning concepts in place in leading CPG & Food industries. Florian has most recently worked in the Demand Planning function where he is now overseeing regional planning activities. Florian holds an MS degree in Mechanical Engineering from Ecole Nationale d'Ingénieurs de Saint-Etienne, France, an MS in Technology Management from EMLyon Business School, France and earned his CPF from the Institute of Business Forecasting.

Michael English, *Sr. Manager* | **Deloitte Consulting**

Michael is a consulting professional focused on designing and implementing large transformation efforts in the Consumer Packaged Goods (CPG) and Retail industries. Over the last three years, he led the Global Planning Strategy of one of the World's largest Food Manufacturers and the implementation of a cross-functional Planning and Trade Promotions Management process for a US-based CPG Manufacturer. Michael is currently leading a 35-country Supply Chain Planning improvement program for one of the world's top 3 brewing companies.

Mauro Ferrari, CPF, *Demand Planning Manager Northern Europe* | **SC Johnson Sarl**

Mauro has held numerous S&OP, Supply Planning and Project Manager Roles internationally. Prior to his current appointment, Mauro worked as Production Manager for Aerosols technology where he contributed to the roll-out of Lean Manufacturing principles. Earlier he was Global Product Supply Planning Manager where he successfully planned the launch of key products across the International markets. Mauro holds a MS degree in Industrial Engineering from Politecnico di Milano, Italy and is an IBF Certified Professional Forecaster (CPF).

Stephen Garbett, *Forecasting and Demand Planning Systems Manager* | **Electrocomponents PLC**

Stephenis responsible for demand management, including building the demand planning team and processes, and implementing SIOP across the Group's RS Components business in Europe. He is also responsible for the Manugistics planning system, and the recent implementation of Toolsgroup's SO99 Forecasting and Inventory Optimisation System across the region. Stephen has 15 years experience in demand management, supply chain planning, warehousing and distribution. Stephen has a degree in banking and finance from Cardiff Business School.

Douglas Kent, *President* | **eKNOWtion**

Douglas is a founder of eKNOWtion, a culmination of his experience in the development, marketing and deployment of tailored supply chain solutions for companies. He brings energised leadership and in-depth experience to this dynamic field of study. Douglas is an MBA graduate from Pepperdine University's School of Management and studied at Harvard University during his post-graduate years.

Connie Køhler Gudum, *S&OP Manager* | **TDC Denmark**

Connie facilitates the monthly S&OP process and is responsible for further development and refining of the process. Connie's professional experience includes logistics analysis, supply chain diagnose, inventory replenishment modeling, inventory optimization, supply chain design, value stream mapping, supply chain strategy, Sales & Operations planning, demand planning and forecasting. Connie earned her MS in Operations Management from Copenhagen Business School, a PhD in Operations Management from Copenhagen Business School with focus on dynamic lead time aspects of inventory control.

Thomas Hsu*, Director Supply Chain EMEA* | **LONZA AG**

Thomas is currently the Director Supply Chain EMEA, at Lonza Microbial Control. Thomas has worked in several international management positions for Lonza, Lufthansa Group and Lufthansa Cargo, including management of sales offices, international supply chain optimization projects and global alliance management. Thomas graduated in Economics from Frankfurt University. He has lived and worked in Indonesia, Singapore, Brazil, China, Germany and Switzerland.

Ron Jansen, *Global S&OP and Demand Manager* | **Emerson Therm-O-Disc**

Ron's expertise includes global setup of S&OP, setup of Forecasting systems, Demand Management, capacity planning, Materials Management, ERP/MRP/DRP. Before stepping into his current role, Ron was responsible for the Inside Sales department at the Therm-O-Disc European Sales Office in Eindhoven, NL. Ron holds a Bachelor Degree in Industrial Engineering from Eindhoven University of Technology and a Master Degree in Industrial Engineering from Purdue University, USA.

Mo Khurana, *Global Demand Management Director* | **Smiths Medical**

Mo's responsibilities include working with regional and global product management teams to launch new products. Mo has also created a global department to plan £900m revenue on 18,000 products to over 100 different markets & over 50,000 customers. Leading the design of global standardized planning processes. Mo earned a BA in Management Studies from the University of Leeds and MS in Logistics and Supply Chain Management from Cranfield University, UK.

Dr. Nikos Kourentzes, *Assistant Professor* | **Lancaster University**

Dr. Nikos Kourentzes has a PhD in forecasting, his research focus is on advanced nonlinear models, in particular neural networks, and model selection for large scale forecasting. As a trainer and consultant at the Lancaster Centre for Forecasting, Nikos has extensive experience with forecasting and supply chain related issues. He has given forecasting, econometrics training courses for companies around the world and the UK government and frequently coaches practitioners on statistical forecasting methods.

Oleg Medoev, *Sales Information & Business Decisions Director* | **Wimm-Bill-Dann/ PepsiCo**

Oleg's responsibilities include leading the Information management strategy and delivering strong intelligence standards across the organization to improve the data value chain, enabling better decision making, performance control and reducing business risks. Previously, he owned the S&OP process, including design and implementation, demand planning and forecast accuracy improvement.

John Paul, *Managing Director* | **iCognitive**

John has extensive experience as a Supply Chain Executive. He is also a Professor and Research Fellow of Bordeaux School of Management in France and a Founder member of South East Asia Chapter of Supply Chain Council. John also serves as a Technical Development Committee Member of Supply Chain Council and teaches Supply Chain Principles.

Johan Smits, *Manager of Sales & Operations Planning* | **Heineken**

Johan is the responsible Manager GLobal S&OP - Roll out Programme. This programme is a company strategic programme to give follow up to the Heineken key strategies for 2015. Many challenges on 'Change in Heineken' are part of this job. Earlier roles at Heineken include managing the Group Purchasing NPR change programme and implementing a substantial Total Cost Management programme, centralising purchasing in WE Region.

John Sookias, *Managing Director, EMEA* | **Steelwedge**

John Sookias brings over 20 years of experience in supply chain sales to his role developing and executing international sales and marketing strategies for Steelwedge. His expertise includes leading supply chain, enterprise software and manufacturing initiatives in Europe, Asia and the Americas. Prior to joining Steelwedge, he served as vice president of global sales and marketing at Syncron, a leading provider of supply chain planning solutions in northern Europe. John holds a bachelor's degree from Aston University.

Rachel Stafford, *Business Integration Manager* | **McCormick UK**

Rachel is responsible for the implementation of the business integration process and management of the long term planning team (demand and supply). Before taking up her current post, Stafford gained valuable supply chain experience through her work with several FMCG companies such as General Mills, Spotless Punch, & Pernod Ricard. She is an IBF CPF candidate..

Radu Stanica, *Consultant*

Radu is currently a consultant with experience in a wide variety of Demand Planning and Forecasting Roles. Radu earned a Degree in Marketing Management at the Ecole des Hautes Pratiques Commerciales, Brussels, a BS in engineering with an emphasis on power plants at the Polytechnic Institute in Bucharest and an MBA at the Free University of Brussels.

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. 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. Chris's clients include Astra-Zeneca, Bakehouse, Coca-Cola, Compass Minerals, Lantmannen Unibake, Mars, Mass Mart SA, PZ Cussons, SC Johnson and Shell.

WEDNESDAY	16 NOVEMBER 2011	
16:00–19:00	EARLY CONFERENCE REGISTRATION	

THURSDAY	17 NOVEMBER 2011	
07:30–08:30	MORNING REFRESHMENTS & REGISTRATION	VISIT WITH EXHIBITORS	
08:30–11:30	**I** How to Become Less Reliant on Short Term Forecasting Methods in a Make for Availability Business Rudolph Burkhard *Director of Business Development* **Vistem GmbH and Co KG**	**II** Gearing your S&OP Process to Support a Growth Strategy–Integrating the 'New Stuff' Chris Turner *Co-Founder* **Stratabridge**
08:30–16:30	STATISTICAL FORECASTING & PLANNING TUTORIAL Nikos Kourentzes *Assistant Professor in Management Science* **Lancaster Centre For Forecasting**	
11:45–12:30	LUNCH	CHAIRPERSONS WELCOME	
12:30–13:30	**KEYNOTE**	Bridgestone's Supply Chain and Forecasting Transformation **Niek Vaessen** *General Manager, Supply Chain Management & Information Technology* **Bridgestone**	
13:45–14:45	**1** How to Build a "Best in Class" Demand Planning Function in Manufacturing Mo Khurana *Global Demand Management Director* **Smiths Medical**	**2** Implementation of a New Global Demand Planning Tool—Lessons Learned, Fights Fought, Wins Celebrated Thomas Hsu *Director Supply Chain EMEA* **Lonza AG**
14:45–15:15	BREAK	Visit with Exhibitors	
15:15–16:15	**3** The Role of Demand Planning in S&OP—Overcoming Obstacles to Consensus Rachel Stafford *Business Integration Manager* **McCormick UK** Douglas Kent *European President of the Supply Chain Council* **eKNOWtion Consultancy**	**4** The TRUST Project-A New Approach to an Old Forecasting Problem Thomas Debray, CPF *Corporate Logistics Manager* **Groupe SEB**
16:15–17:15	ROUND ROBIN ROUND–TABLE DISCUSSION	
17:30–18:30	IBF COCKTAIL RECEPTION	

FRIDAY	18 NOVEMBER 2011	
07:30–08:45	MORNING REFRESHMENTS	VISIT WITH EXHIBITORS	
08:45–09:45	**5** SKU Count: A Measure of Supply Chain Complexity and Improving Forecast Accuracy at a FMCG Company Mauro Ferrari, CPF, *Demand Planning Manager Northern Europe* **SC Johnson Sarl** Florian Douillet, CPF, *Demand Planning Manager Southern Europe* **SC Johnson Sarl**	**6** How a Local Player Surprised PepsiCo Russia with a Working S&OP Process Oleg Medoev *Sales Information & Business Decisions Director* **Wimm-Bill-Dann/ PepsiCo**
09:45–10:45	**7** Politics and Bias in Forecasting and Planning—How to Speak the Language of Non-Demand Forecasting Personnel Olajide Adetunji *WA Demand Manager* **Procter & Gamble**	**8** Creating Transparency and Linking Demand and Supply KPI's in TDC's S&OP Process Connie Køhler Gudum *S&OP Manager* **TDC Denmark**
10:45–11:15	MORNING BREAK	
11:15–12:15	**9** Global Rollout—Sales & Operations Planning at Heineken Johan Smits *Manager of Sales & Operations Planning* **Heineken** Michael English *Sr. Manager* **Deloitte Consulting**	**10** Supply Chain Transformation—From Rear View to Forward Vision Stephen Garbett *Forecasting and Demand Planning Systems Manager* **Electrocomponents Plc**
12:15–13:15	LUNCH	CHAIRPERSON'S CLOSING REMARKS	
13:25–14:25	**11** Dynamic S&OP—Responding to the Volatile Business Environment Ammar Aklan *Vice President, Supply Chain* **Al-Nahdi Medical Company** John Paul *Managing Director* **iCognitive**	**12** Utilizing Demand Planning and Forecasting Data for Truly Collaborative, Global S&OP Ron Jansen, *Global S&OP and Demand Manager* **Emerson Therm O Disc** John Sookias, *Managing Director, EMEA* **Steelwedge**
14:25–15:15	**13** How Much Weight Should the Demand Forecast Be Given? A Case Study from Process Industry Nikhil Balkundi *Principal Consultant* **Infosys Technologies Limited**	**14** Integrating Retail Demand Planning & Forecasting, Strategies for Smoothing the Supply Chain Rizwan Asim *Head of Procurement & Supply Chain* **SSC Al-Suwaidi Holding Company**
15:15–16:15	**15** S&OP—Cutting Through the Marketing Hype Dave Alberts *Director* **Crimson & Co.**	**16** Demand Planning at Ter Beke Fresh Meals–Problem Solving and Driving of Improvements Radu Stanica *Consultant*

CONFERENCE CONCLJDES		
SATURDAY	**19 NOVEMBER 2011**	**EXAM DAY 8:30–16:30**	**IBF Certification Day**	**CPF & ACPF GOOD LUCK!**		

amsterdam

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SUPPLY CHAIN FORECASTING & PLANNING CONFERENCE | EUROPE

17 & 18 NOVEMBER 2011

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