



demand management course

best practice forecasting and demand management in the integrated business environment

course overview

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

The course explains best practices companies are applying today. It opens by giving you a perspective on broad demand planning

concepts and success drivers. It ends with you knowing where the gaps are in your business process, tools and people capabilities and what to do about them when you get back to your desk. There is no theory, only practical, applied concepts.

Because Oliver Wight is in consultative contact with hundreds of companies in virtually all

industries and points on the supply chain, our best practices knowledge is always fresh. To give you a leg up on potential new areas of demand planning advantage, the course includes discussion of developing trends in best practices - where the next improvements or even breakthroughs are likely to appear.



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Course design accommodates discussion and idea sharing among participants and hands-on practice. Small team workshops and assignments build to a full multiple-view consensus demand planning exercise in the second half of the course. During the course, attendees will develop personal and business action plans to improve personal performance and the effectiveness of their companies' demand planning process.

daily agenda

Perspective

- The bullwhip effect
- Definition of demand
- What forecasting is not
- Myths about forecasting
- Characteristics of effective forecasting
- Organizational accountability
- Roles and responsibilities
- Demand planning process overview
- Demand does not "just happen"
- Consensus and communication
- Relationship to ERP
- Customers of the demand forecast
- Customers' needs are different
- Unconstrained forecast principle
- Forecasting differentiated from demand planning
- Elements of demand management

Historical and Statistical Forecasting

- Role of statistical analysis
- Why using history is not enough
- How to use history
- Interpreting statistical data
- Decomposing history
- Time series statistical analysis
- Forecast model statistics and output
- Understanding historical data
- Statistical forecast methodologies
- Examples of statistical forecasting models
- Statistical forecast issues

Business Strategy & Plan Inputs

- Levels of demand plans for executives
- Purposes of demand plans
- Gap management
- Class A management behavior

Brand/Marketing Inputs/Participation

- Definition of assumptions
- Understanding assumptions
- Assumption cycle
- Identifying key driving factors behind assumptions
- How to improve plan accuracy with assumptions
- Documenting and monitoring assumptions
- Product and customer promotion plans
- Effect of pricing changes
- New distribution and planned acceptance
- Large potential business
- Competitive activity
- External influences
- Managing risks and opportunities
- Benefits of documenting assumptions

Sales Inputs

- Sales planning
- Time horizon for sales planning
- Sales gap analysis approach
- Engaging field sales in the process
- Case example – sales view
- Workshop – sales view
- Sales communications
- Future trend in sales planning

New Product Demand Planning

- Challenges in forecasting new products
- Demand review during product development
- Analogy planning technique
- Predicting the launch plan
- Predicting the life cycle
- Predicting the decline of old products
- New and old product interaction
- Issues to address monthly
- Effect of new products on old products

who will
benefit from
this course

- *new demand planners/managers and forecasters*
- *experienced demand planners/managers looking for an update on best practice*
- *someone wanting to understand how the demand planning side of supply chain equation should operate*
- *someone investigating demand planning as a possible career move*



day two

Consensus Process

- Definition of consensus
- Multiple view consensus planning
- Reaching mid-management consensus
- Demand consensus agenda
- Reaching executive consensus
- How to present demand information
- Risk and opportunity review
- Output of Demand Review
- Multiple-view, consensus-driven Demand Planning WORKSHOP - A team exercise which seals the learnings of day

Special Forecasting Topics

- Abnormal demand
- Forecast consumption How to deal with uncertainty
- Project-based business considerations How to improve plan accuracy
- Considerations when classifying products
- Planning strategies
- Determining demand planning approach
- Documenting learnings

Customer Linking/Collaboration

- Key to future relationships
- Prerequisites to effective linking and collaboration
- What are you really selling

- Internal production / customer order change interaction
- What customers communicate
- Feedback loop to customers
- Customer linking / forecasting model
- Customer linking versus customer collaboration
- Keys to successful relationships
- The CPFR process
- Keys to CPFR success

Performance Measurement

- How not to use performance measurements
- Forecast accuracy measurements
- Questions demand plan accuracy measures help to answer
- What to measure and how
- When to measure

Improvement / Change Process

- People, process, and tools dimensions
- Improvement methodology
- Template for outlining and effecting necessary changes
- Critical issues

other
courses

For the complete schedule of courses, please call, email, or visit:

- 800-258-3862
- info@oliverwight.com
- www.oliverwight-americas.com

the journey to business excellence

Oliver Wight are leading business improvement specialists who educate, coach and mentor people to lead and sustain change on the journey to business excellence and outstanding business performance. Oliver Wight is a worldwide consultancy with offices throughout Europe, in North and South America and the Asia/Pacific region.

At the leading edge of management thinking and practice, our unique Integrated Business Management process and Integrated Business Model lies at the heart of client journeys to business excellence. This model addresses all aspects of company planning and execution from the boardroom to working levels in manufacturing and service sectors. It provides one common agenda for your company with one set of numbers and one set of priorities. It links diverse processes in managing the extended supply chain, product and customer portfolios, customer demand, and strategic planning into one seamless management process.

The renowned 'Proven Path' process for change management lies at the heart of our approach to 'Integrated Change Management.' This integrates your strategic journey to excellence through major project management to everyday improvement programs ensuring they are visible and contribute to company goals. This process promotes sustainable change through line ownership for successful ongoing management, accelerating management processes and controlling waste and variability.

Your implementation is supported by our practical experience and knowledge through facilitation, coaching and education backed by our unique Class A Checklist, the longest-established business excellence assessment tool.



Oliver Wight AMERICAS

52 Newport Road
New London, NH 03257
United States

Telephone: (800) 258-3862
Facsimile: (603) 526-5809

info@oliverwight.com
www.oliverwight.com

Oliver Wight[®]

OLIVER WIGHT

Asia/Pacific
38 Keats Street
Sandringham VIC 3191
Australia

Europe, Africa & Middle East
The Willows, The Steadings Business Centre
Maisemore, Gloucester GL2 8EY, UK

Americas
52 Newport Road, New London
New Hampshire 03257, USA