

# EyeOn network event

## “Debunk no-touch Forecasting”

7 March 2024



**Welcome to Eindhoven !**

# Personal introduction

Your host for today.



## Erik De Vos

- Business consultant at EyeOn for Consumer Products
- Lead EyeOn Forecasting expertise
- 20+ years of Supply Chain Management, planning & forecasting

# Agenda

Topic	Who	Time
Welcome		09.30 – 10.00h
Introduction, the value of forecasting.	Erik de Vos	10.00 – 10.30h
Experience “Forecasting” - EyeOn Forecast Game	Rijk van der Meulen	10.30 – 12.00h
Lunch		12.00 – 13.00h
Getting value out of data in forecasting	Bregje van der Staak	13.00 – 14.00h
Break		14.00 – 14.30h
Fitting a forecast tool landscape to your needs	Willem Gerbecks	14.30 – 15.30h
Break		15.30 – 16.00h
The path to more advanced forecasting	Milena Kaupp & Erik De Vos	16.00 – 17.00h
Meet your peers - drinks	All	From 17.00h

Innovative  
**planning and  
forecasting**  
experts

Consulting  
Data Science  
Planning Solutions  
Planning Services  
Academy

Industry experts:  
**consumer products,  
high tech, life  
science, process,  
marine & offshore**

Passionate team  
from  
**20+ different  
countries**

**Drive to  
deliver**

**Working closely  
with customers**  
is key to our  
success



**Realizing  
impactful results**  
that get your  
business years  
ahead

**100+  
specialists**

**Concrete  
improvements**  
process efficiency,  
better bottom-line  
results

Offices in **NL,  
BE, CH, IE, DE  
and US**

More than **100  
multinational  
customers**

Designing,  
implementing and  
executing  
**excellent planning**  
processes

## Introducing the EyeOn team for today



*Erik*



*Bregje*



*Rijk*



*Milena*



*Willem*



*Lisan*



*Jeroen*



*Martijn*



*Wout*



*Pien*



*Olivier*



*Stijn*



*André*



*Emile*



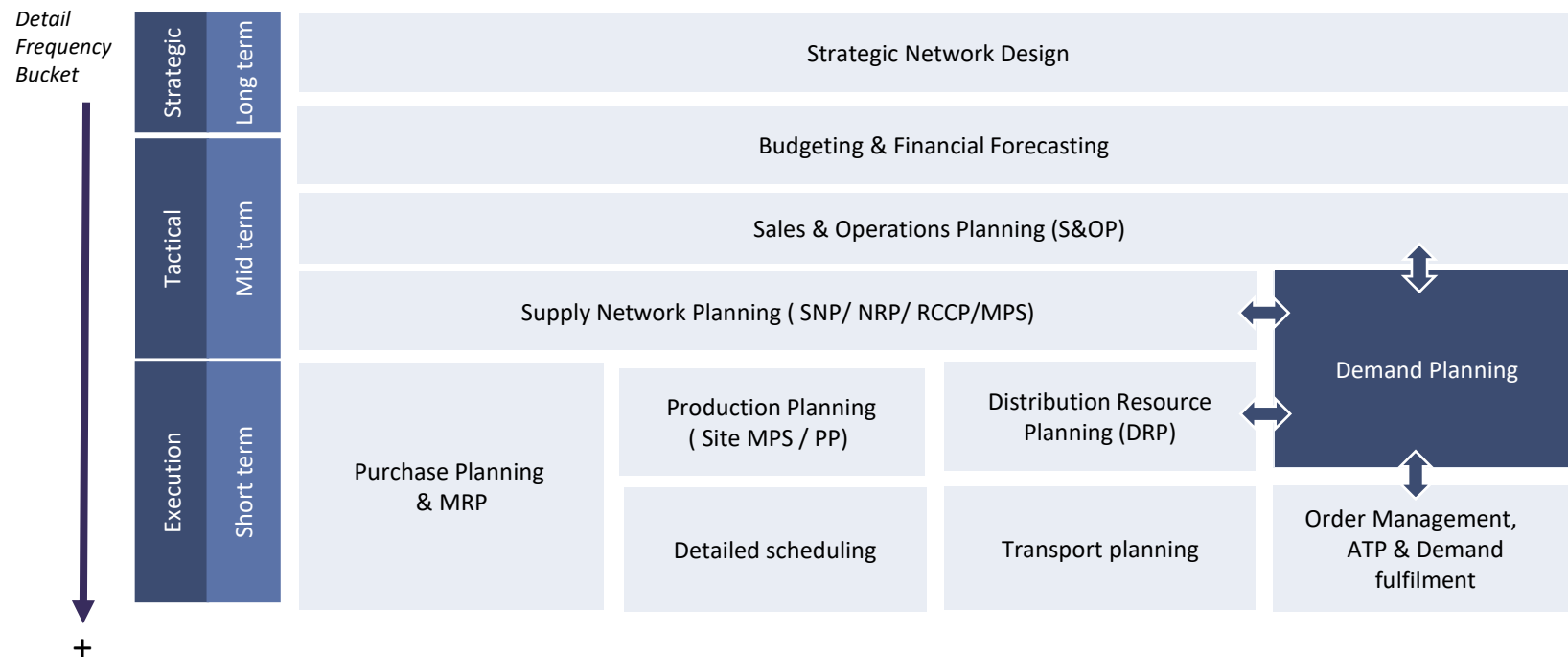
*Ieke*



*Jens*

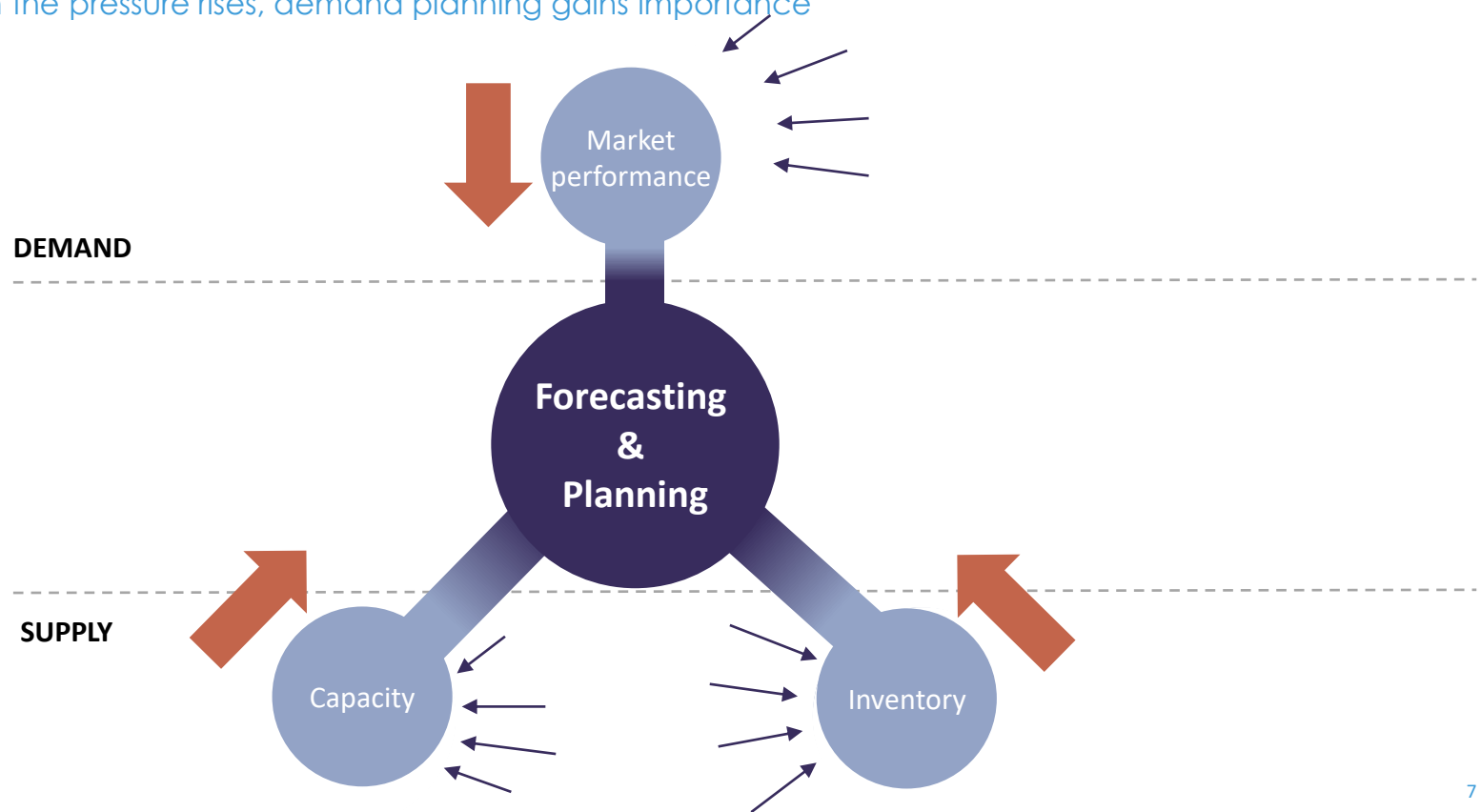
# Demand planning & Forecasting – connector process

Connected across planning layers, horizons and aggregation levels.



# Why have demand planning? To manage imbalance

When the pressure rises, demand planning gains importance





# Demand planning & forecasting – the way to hit targets

A method to hit targets rather than show targets.



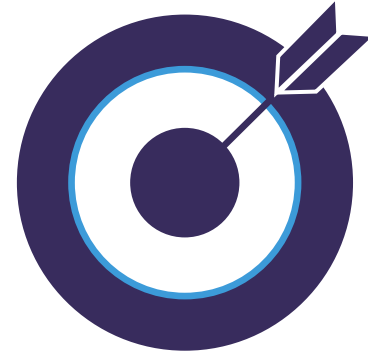
**1**

Get issues on the  
radar screen early



**2**

Decide on corrective  
actions



**3**

Achieve strategic  
business targets

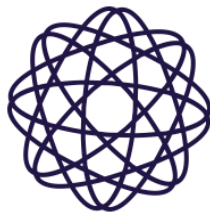


# Demand planning & forecasting is not straightforward

The past is no guarantee for the future...



**Very volatile  
customer demand**



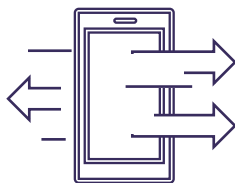
**Portfolio more  
complex than ever**



**Increased sustainable  
mindset of customer**



**More information  
on consumer level**



**Rapidly changing  
IT landscape**



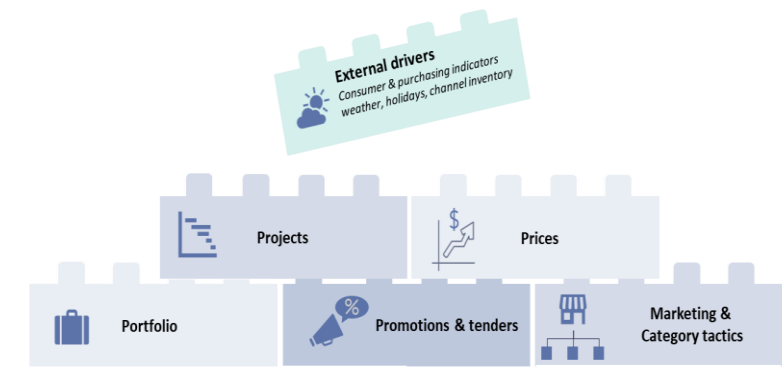
**Growing pressure on  
price & margins**



**Unprecedented  
Disruptive Change**

## But it is not fortunetelling neither

With the right data, forecasting should be much more than guesses and gut feelings



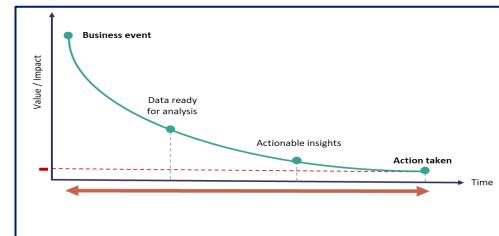
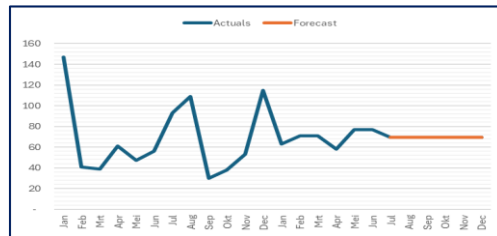
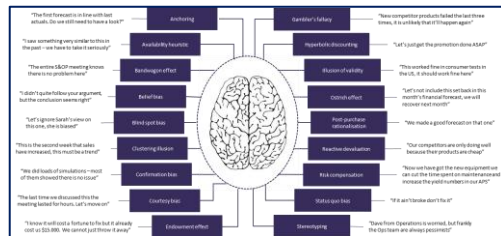
## Heavy workload and human cognitive bias



## “Too flat” forecast not covering impact of drivers

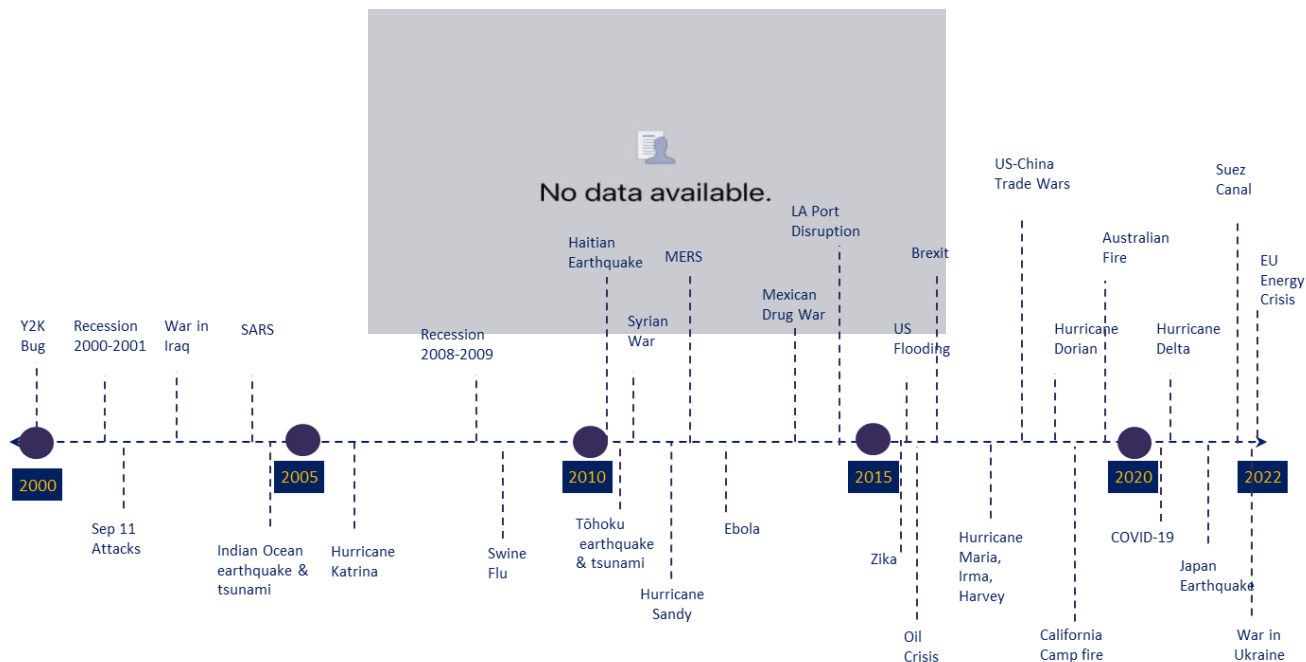


## Decisions are too slow and wrong



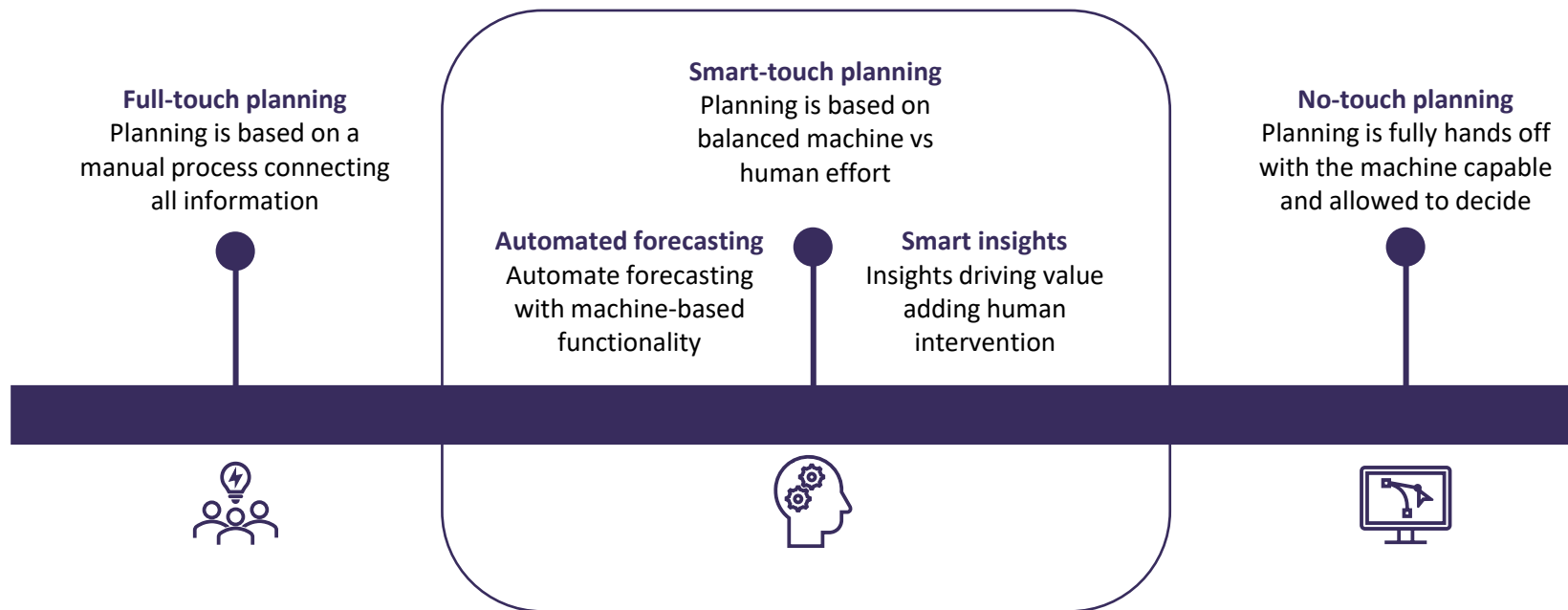
# Debunk no-touch – it is all about data & decisions!!

There will always be moments when you lack the data to benefit from the machine taking the decisions



# Towards **smart-touch** planning & forecasting

The sweet spot of human & machine input – Automate forecasting with smart insights



# Towards **smart-touch** planning & forecasting

The sweet spot of human & machine input – Automate forecasting with smart insights

## Smart-touch planning

Planning is based on  
balanced machine vs  
human effort

=

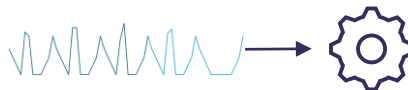
## Automated forecasting

Automate forecasting  
with machine-based  
functionality

&

## Smart insights

Insights driving value  
adding human  
intervention



*“Automate the obvious”*



*“Recommend the probable”*



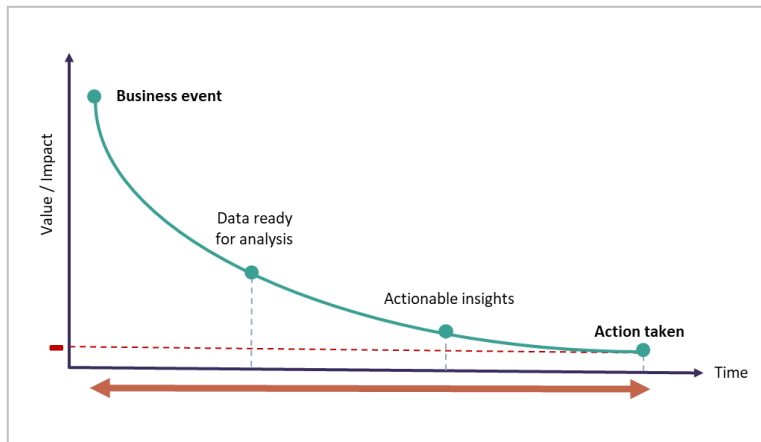
*“Flag for intervention”*

# Drive better decisions - easier and faster

Reduce latencies in planning processes to increase business value and impact

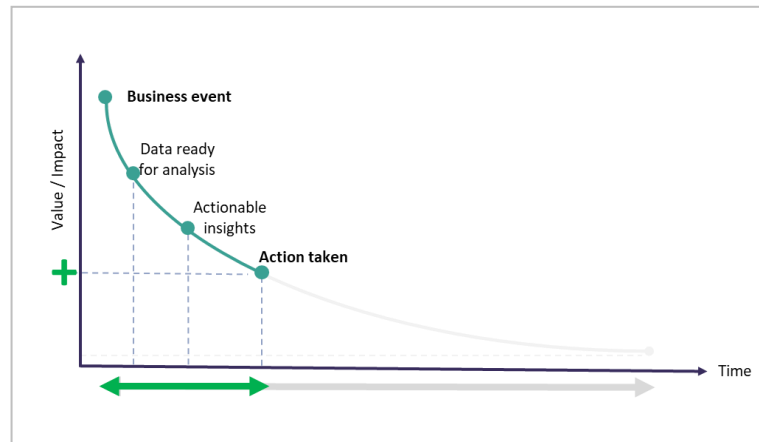
## FROM

Latency in capturing data, analysing data and ineffective, delayed decision making



## TO

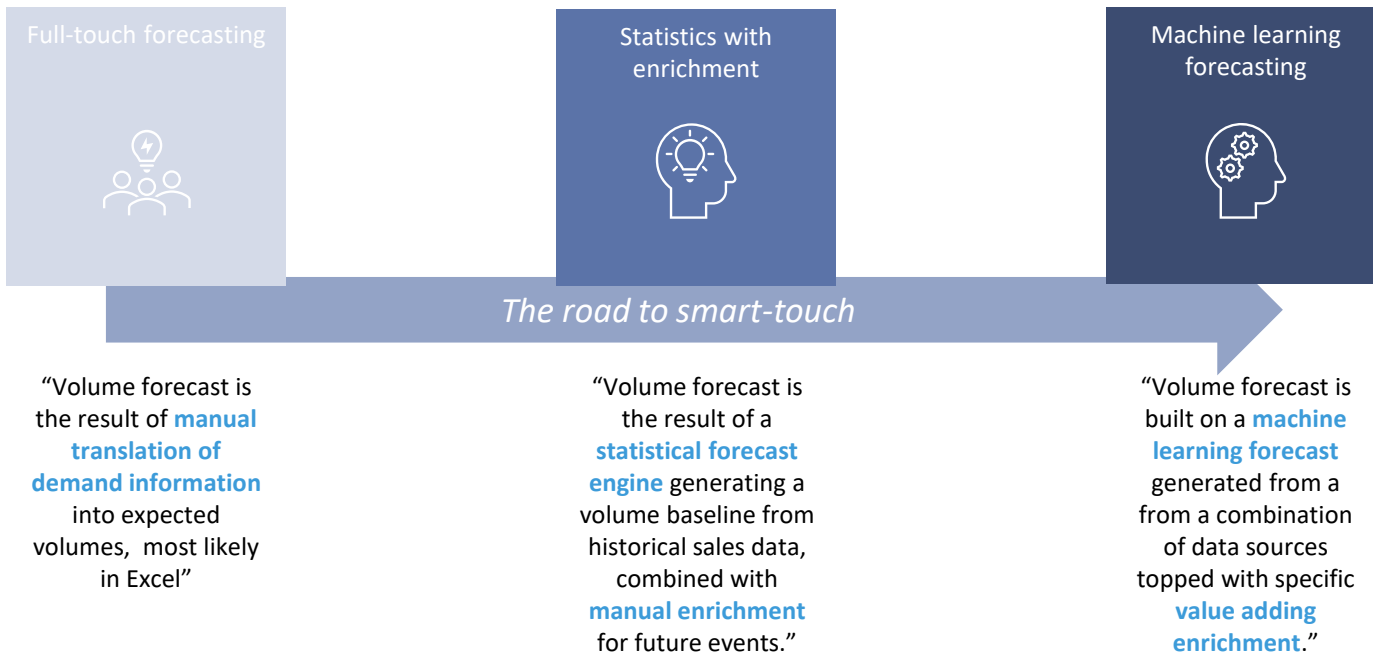
Fast data processing, actionable end-to-end insights and to-the-point decisions evaluating scenarios





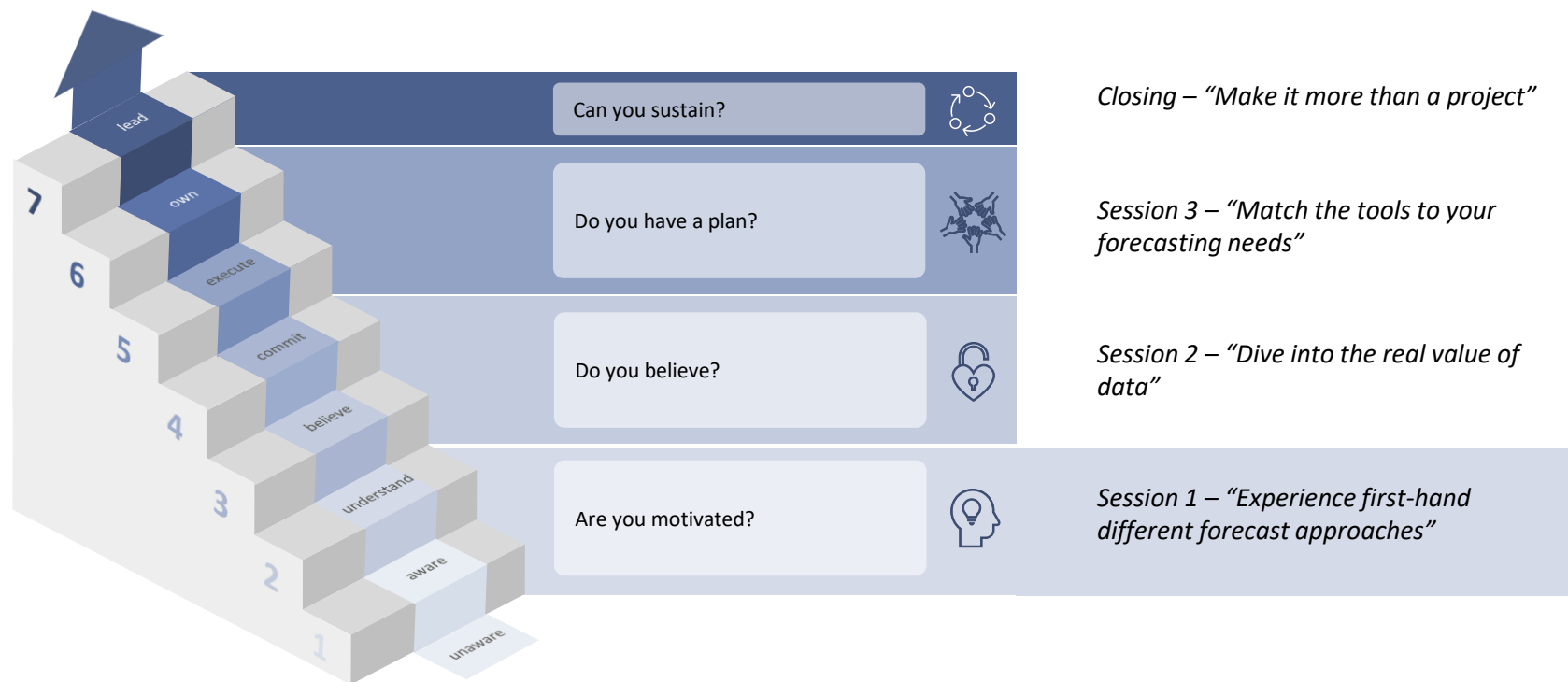
# Today, we will focus on “Forecasting”

Moving away from fully manual to forecasting with balanced machine & human effort



# Growing to advanced demand planning & forecasting

Carefully choose your approach and do not skip steps

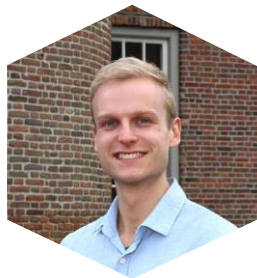


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## Personal introduction

Nice to meet you!



### Rijk van der Meulen

- Data Scientist at EyeOn
- Product Owner driver-based forecasting
- Responsible for Honeycomb plug-in development

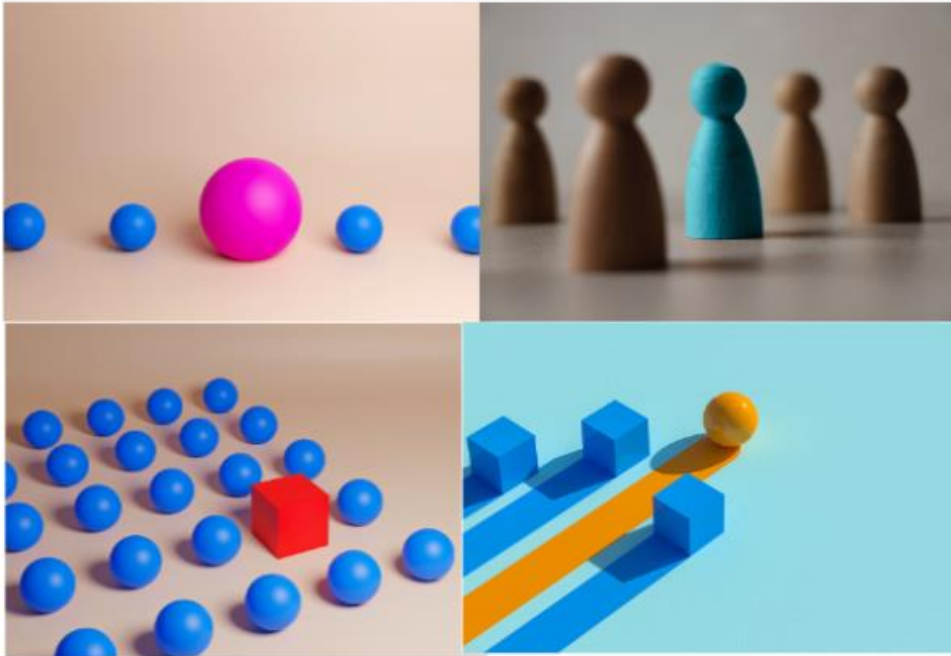


# The EyeOn Forecast Game

Rijk van der Meulen

## Outlier detection and correction

*We are outliers, Treat us differently*



# What are outliers and why do they matter?

## What is an outlier?

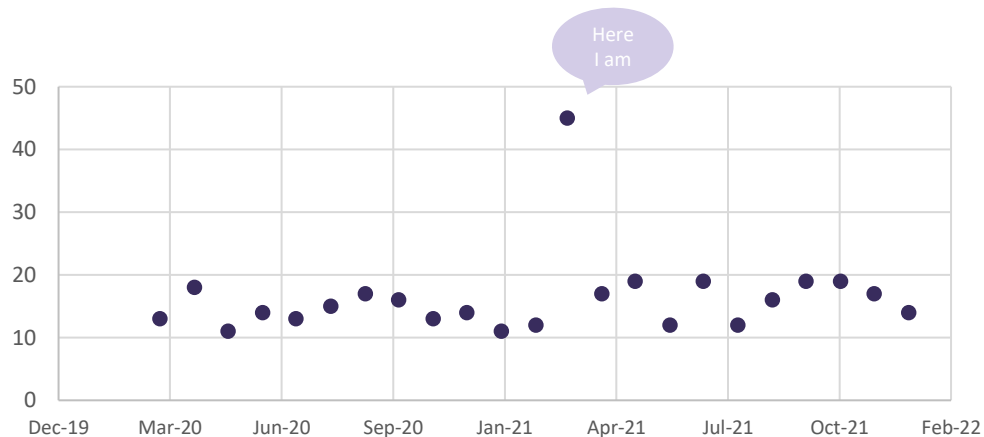
An outlier is a data point that falls outside of the expected range of the data

## How are they caused?

- Mistakes and errors
- Exceptional demand (e.g. due to such as stock liquidations, temporary stops in production)

## Why do they matter?

Outliers will lead to overreactions of your forecast ultimately resulting in the need for manual corrections (at best) or dead stock and losses (at worst).

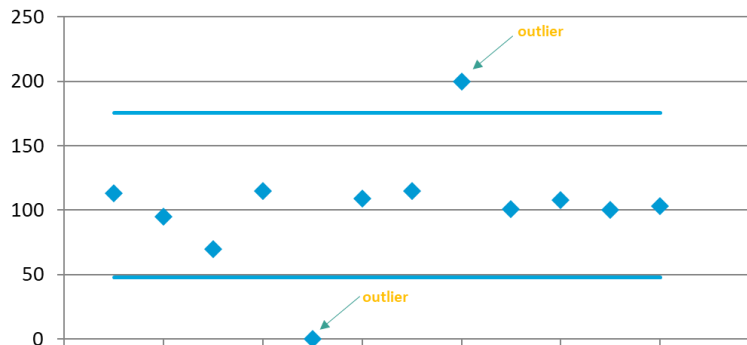




# How to detect and correct outliers?

## Statistical method for outlier detection

- Flagging outliers manually is a time-intensive, error-prone, and unrewarding process. Luckily, we can rely on statistics!
- We can detect outliers by calculating an upper- and lower bound. If an observation is above the upper- or below the lower bound, it is considered an outlier.
- Example of sigma level 1.5:
  - Lower bound =  $\text{mean} - 1.5 * \text{standard deviation}$
  - Upper bound =  $\text{mean} + 1.5 * \text{standard deviation}$



# Forecast model cheat-sheet

Moving Average	Single Exponential Smoothing	Double Exponential Smoothing	Triple Exponential Smoothing	Seasonal Naive
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# Forecast model cheat-sheet

	Moving Average	Single Exponential Smoothing	Double Exponential Smoothing	Triple Exponential Smoothing	Seasonal Naive
Logic	Forecasts produced using the moving average model are <b>averages</b> of past observations.	Forecasts produced using exponential smoothing methods are <b>weighted averages</b> of past observations, with the <b>weights decaying exponentially as the observations get older</b> . In other words, the more recent the observation the higher the associated weight.			Forecast is equal to the last observed value from the same season (e.g., the same month of the previous year)

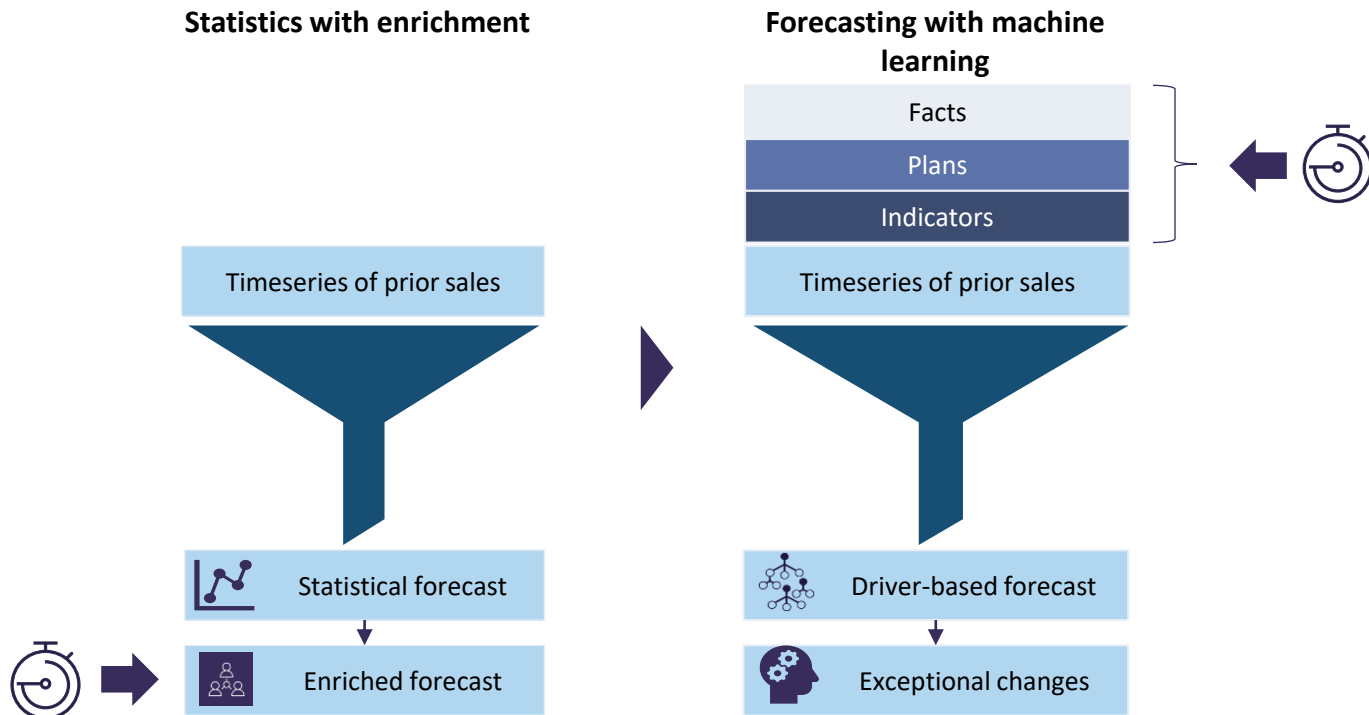
# Forecast model cheat-sheet

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Useful for	Time series that <b>do not exhibit a clear trend</b>	Time series that <b>do not exhibit a clear trend</b>	Time series with a <b>clear trend without a seasonal pattern</b>	Time series that exhibit a <b>clear trend and seasonality</b>	Highly <b>seasonal time series without a trend</b>

# Forecast model cheat-sheet

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Parameters	<ul style="list-style-type: none"> <li>Window</li> <li>Seasonal (<math>y/n</math>)</li> </ul>	<ul style="list-style-type: none"> <li>Smoothing parameters (level, trend, and seasonality): the closer the value is to 1, the more weight is given to the more recent observations.</li> <li>Damping parameter of the trend: parameter that “dampens” the trend to a flat line sometime in the future (closer to 0 means more aggressive damping)</li> </ul>			-

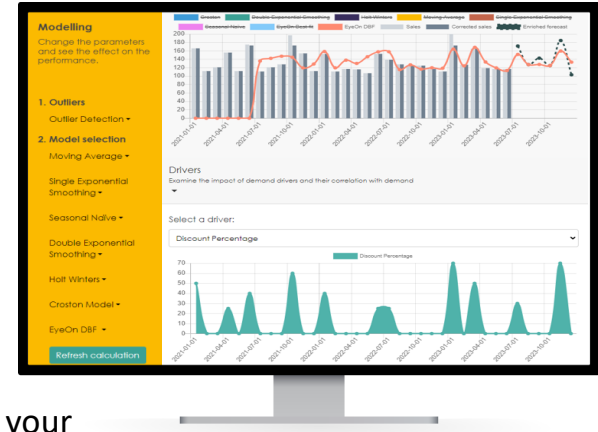
# Driver-based forecasting with machine learning



# The EyeOn Forecast game

Create the most accurate demand forecast and beat the competition

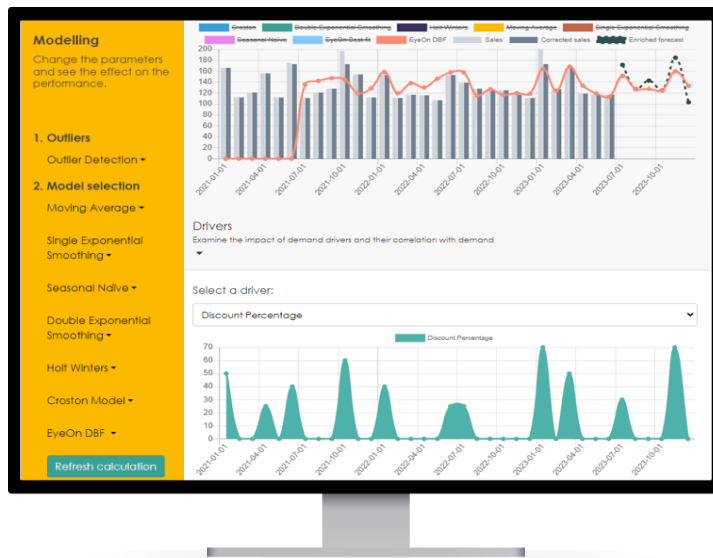
- We split up in teams. Each team has 1 facilitator.
- With your team you login to our Forecast Game web-application.
- Submit a forecast for 3 products. You have 12 minutes per product.
- The forecasts consists out of two parts: (1) a baseline forecast and (2) your judgemental enrichments.
- You will be evaluated on the quality of your overall forecast and the quality of your enrichments.
- At the end, we will plenary evaluate the results and announce the winning team!





# Game play

How to play?



## Learning goals

During the game you have learned...

- Why, how, and when sales history needs to be cleaned
- The workings of vanilla statistical forecast models, their parameters, and when to use each model
- Selecting the right model with the right parameters can be time-consuming (that's why in practice we use automated selection methods)
- The benefits of driver-based forecasting and how it enhances forecast accuracy with relevant data
- Why, when, and how to enrich the baseline forecast

## Award ceremony

And the winner is...



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# Personal introduction



## Bregje van der Staak

- Data Science lead Forecasting & Insights
- Lecturer at Eindhoven Artificial Intelligence Systems Institute (EAISI)
- 7+ years of Supply Chain Management, planning & forecasting experience

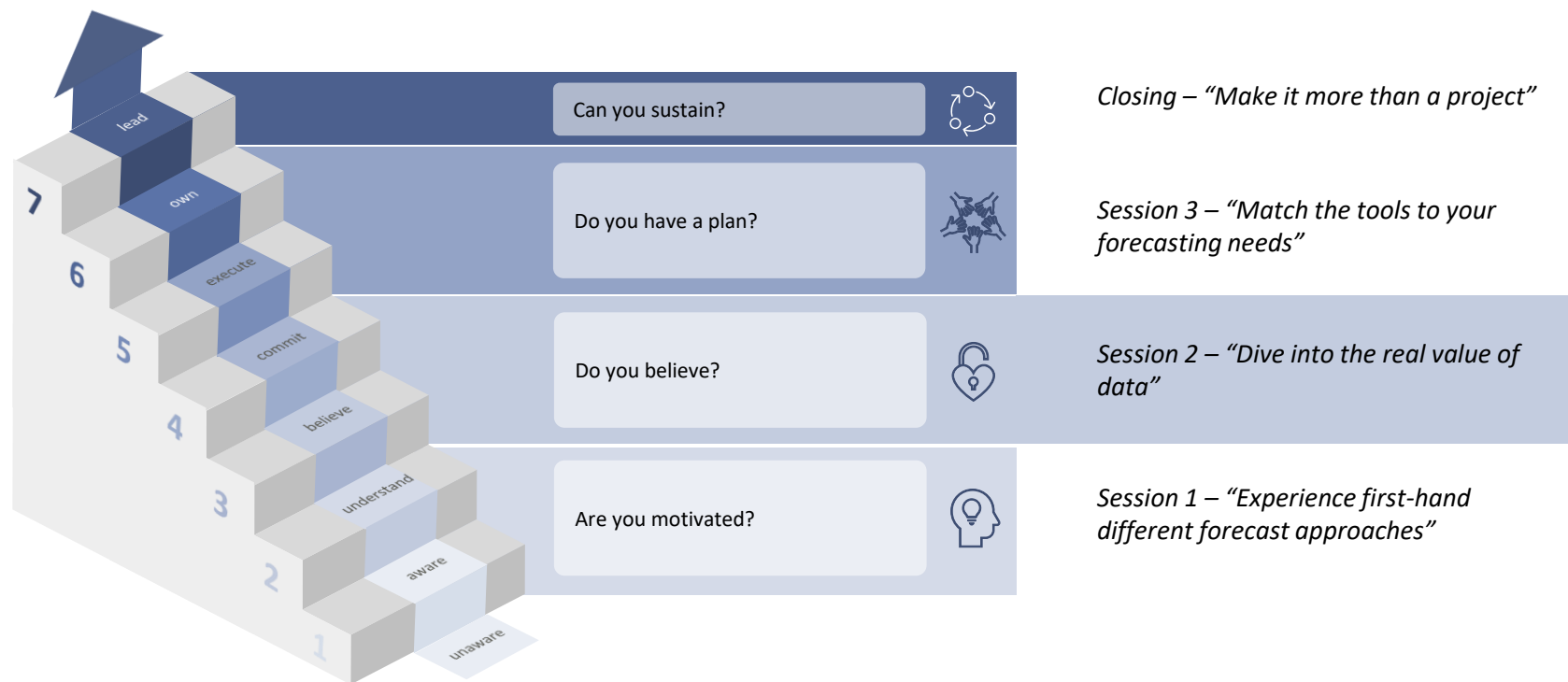


## Ieke le Blanc

- Partner at EyeOn
- Program Director - Data Science for Industry at Eindhoven Artificial Intelligence Systems Institute (EAISI)
- Lecturer on supply chain management – TIAS Business School
- 20+ years of Supply Chain Management, planning & forecasting experience

# Growing to advanced demand planning & forecasting

Carefully choose your approach and do not skip steps



# Future of forecasting



<https://chat.openai.com/>

**You**

What is the future of forecasting?

**ChatGPT**

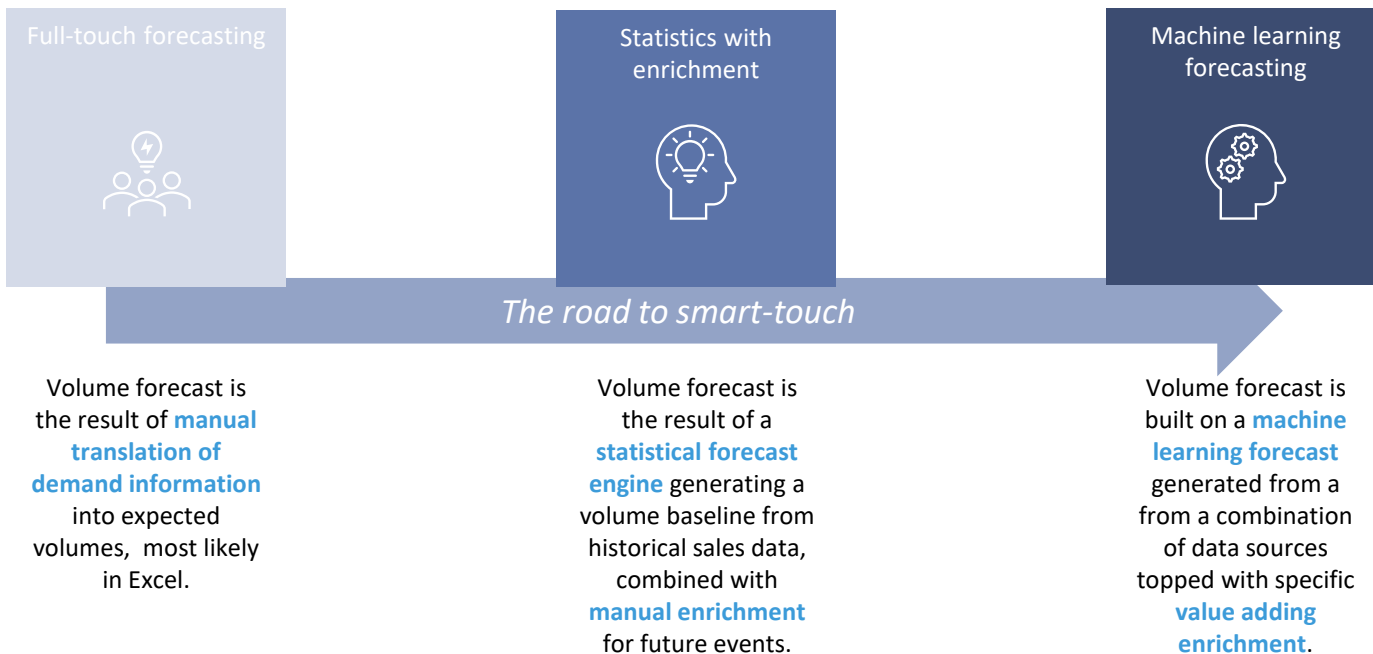
The future of forecasting is expected to undergo significant transformations due to advancements in technology, changes in consumer behavior, and a more dynamic business environment. Here are some key trends and considerations that may shape the future of forecasting:

1. **Artificial Intelligence and Machine Learning:** AI and machine learning algorithms will play an increasingly crucial role in forecasting. These technologies can analyze large datasets, identify patterns, and make predictions with greater accuracy. As algorithms improve, they will provide more sophisticated insights into future trends and behaviors.
2. **Predictive Analytics:** Beyond traditional forecasting methods, predictive analytics will become more prevalent. This involves using data, statistical algorithms, and machine learning techniques to identify the likelihood of future outcomes. Predictive analytics can provide more real-time and accurate forecasts, helping businesses make proactive decisions.
3. **Integration of Multiple Data Sources:** Future forecasting will involve the integration of diverse data sources, including social media, IoT devices, online behavior, and external market data. This holistic approach enables a more comprehensive understanding of consumer preferences and market dynamics.
4. **Advanced Simulation and Scenario Analysis:** Forecasting tools will likely incorporate advanced simulation capabilities, allowing businesses to model different scenarios and assess the potential impact of various factors on demand. This helps organizations make more informed and resilient decisions.
5. **Demand Sensing and Real-time Forecasting:** Similar to demand planning, forecasting will become more real-time and responsive. Demand sensing tools can continuously monitor and adapt forecasts based on changing market conditions, helping companies adjust production and inventory levels more dynamically.
6. **Collaborative Forecasting:** Enhanced collaboration within organizations and across supply chains will be critical. Collaborative forecasting tools and platforms will facilitate communication and information sharing among different departments, suppliers, and partners.
7. **Blockchain for Supply Chain Transparency:** Blockchain technology can enhance transparency and traceability in the supply chain, contributing to more accurate forecasting. It provides a secure and unalterable record of transactions, helping businesses track the movement of goods and validate the accuracy of forecasting data.
8. **Personalization and Customization:** With advancements in data analytics, forecasting will become more personalized. Businesses will be able to tailor their forecasts to individual customer segments, allowing for more targeted marketing strategies and inventory management.
9. **Ethical and Responsible Forecasting:** As businesses become more conscious of ethical considerations, forecasting practices will likely incorporate ethical guidelines. This includes responsible data usage, avoiding bias in algorithms, and considering the social and environmental impact of forecasting decisions.
10. **Adaptive Forecasting Models:** Forecasting models will need to be adaptive to changing conditions. This involves continuously learning from new data and adjusting predictions in response to evolving market dynamics, enabling organizations to stay agile in the face of uncertainty.



# Today, we will focus on forecasting

Moving away from fully manual to forecasting with balanced machine & human effort



# Different archetypes of data

Evaluate what type of data you have available



## FACTS

Factual data that is available within or outside the company

### Different types

- Historical sales
- Company data
- Customer data
- Market data



## PLANS

Data that is available on the plans for the future

### Different types

- Company data
- Customer data



## INDICATORS

Data that is available on external data sources that are not yet included in your plans




### Different types

- Market data

What data archetypes are available?

# Different archetypes of data

Evaluate what type of data you have available – some examples

	 <b>FACTS</b>	 <b>PLANS</b>	 <b>INDICATORS</b>	
<b>Company data</b>	Order book, contracts & tenders	Events, portfolio, marketing	Sales funnel	
<b>Customer data</b>	Customer inventory	Customer activities, distribution		
<b>Market data</b>	Growth, prices & market shares, historical weather		Economic expectations, weather outlook	

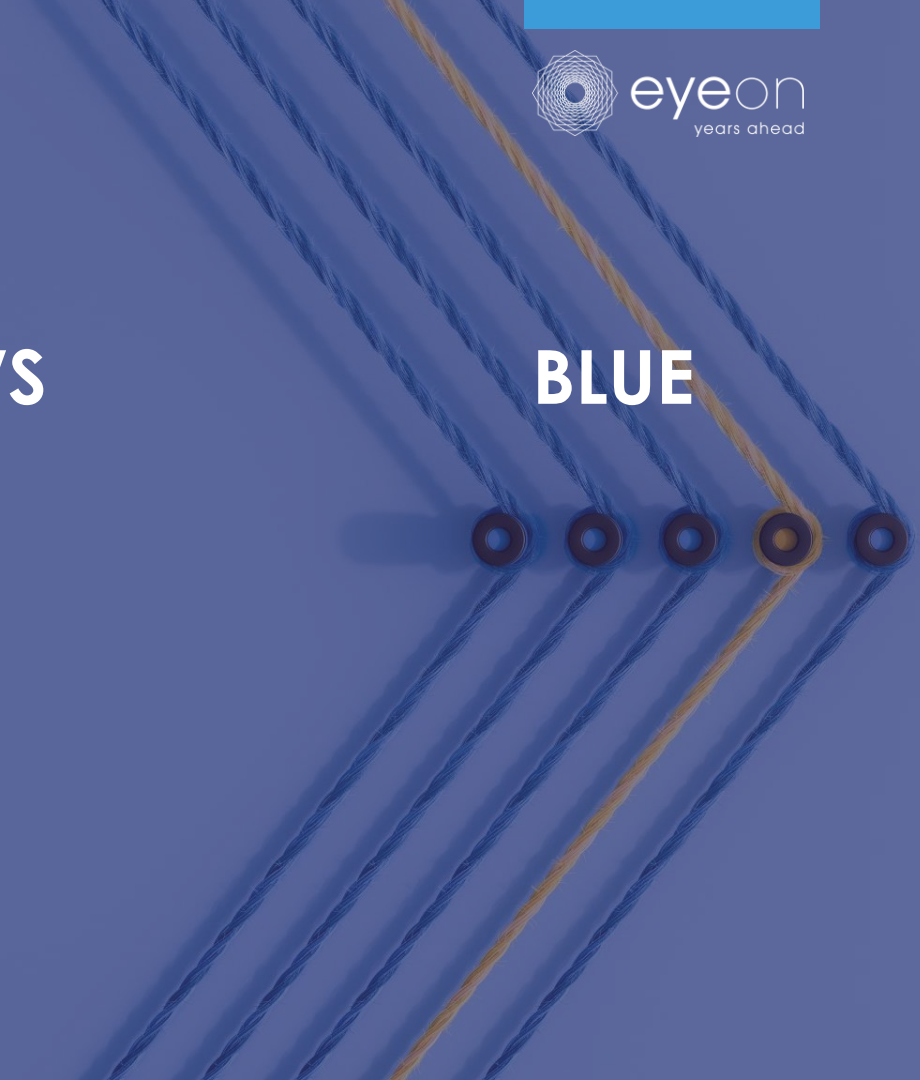
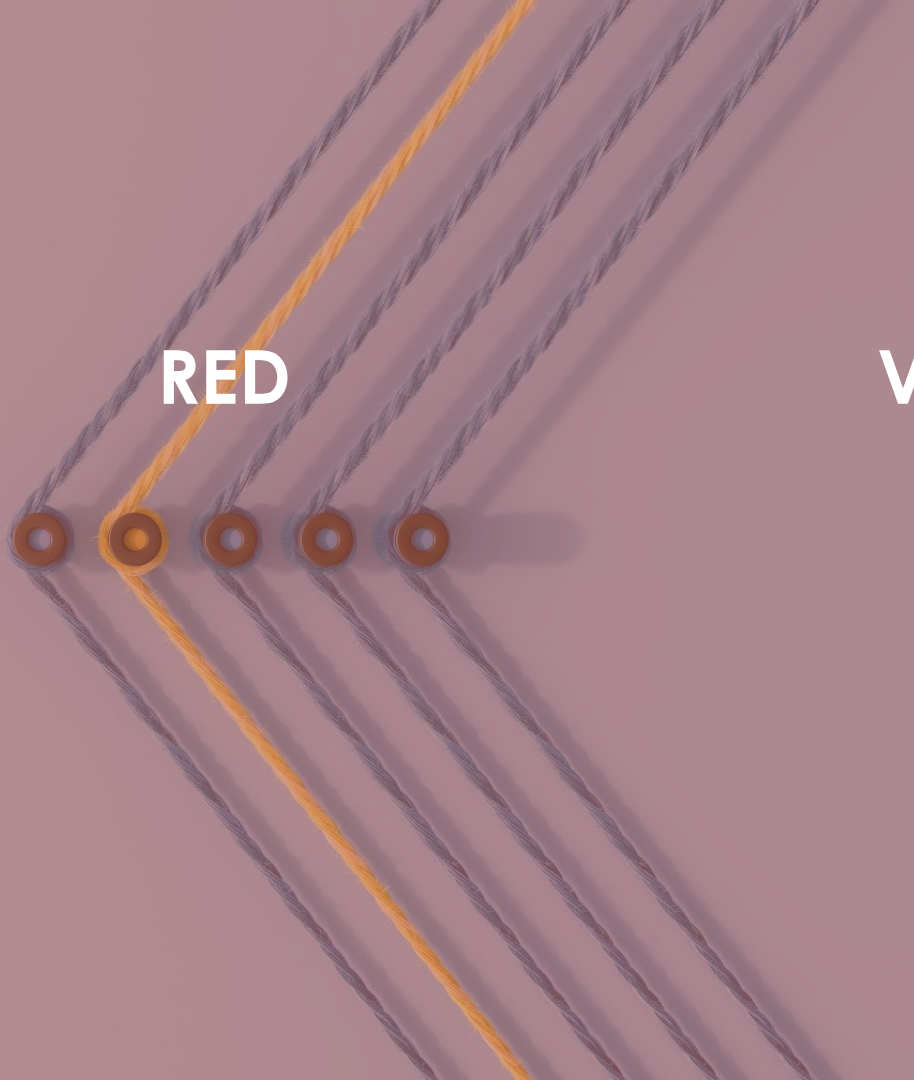
Let's discuss these data archetypes and their characteristics together



**RED**

**VS**

**BLUE**



Today, we are in ...



Eindhoven

*We are in the most beautiful  
city of the Netherlands.*



Amsterdam



If you are in a full touch forecasting mode,  
it is best to start with ...



**Facts**

*You typically start with historical data and then  
expand with plans and/or indicator data.*



**Indicators**

# Manual enrichments can be done based on ...



**Facts**

*If you base your manual enrichment on a  
machine learning forecast, you save time,  
and you can be more accurate.*



**Plans &  
indicators**



# Baseline forecasting is most effective when using ...



**Facts**

*Historical data is a good indicator  
of the future in most cases.*



**Indicators**

Order book data is typically used for a prediction on the ...



Short-term  
horizon

*Orders are typically placed on the short-term  
rather than the long-term horizon.*



Long-term  
horizon

Weather outlook data is typically used for  
a prediction on the ...



Short-term  
horizon

*Weather outlook data is most accurate  
on a short-term horizon.*



Long-term  
horizon



# Indicator data is mostly used for ... decisions



Short-term

*Indicator data can both be used for short-term decisions (e.g., weather data) and long-term decisions (e.g., economic growth).*



Long-term

# Disruptions can best be planned while using ...



Indicators

*Indicators give a better representation of  
the current environment  
than your current plans.*



Plans

Indicator data is always readily available  
when you need it.



True

*Indicator data can be harder to obtain on a regular basis than factual and plan data due to availability of data with a time lag.*



False



# Market data is ... looking.



**Forward**

*Indicator data can both be forward  
(economic expectations) and  
backward (market shares) looking.*



**Backward**

# Customer data is always ... looking



**Forward**

*Customer data can both be  
forward and backward looking.*



**Backward**



# Different archetypes of data

Evaluate what type of data you have available



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## PLANS

Data that is available on the plans for the future

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## INDICATORS

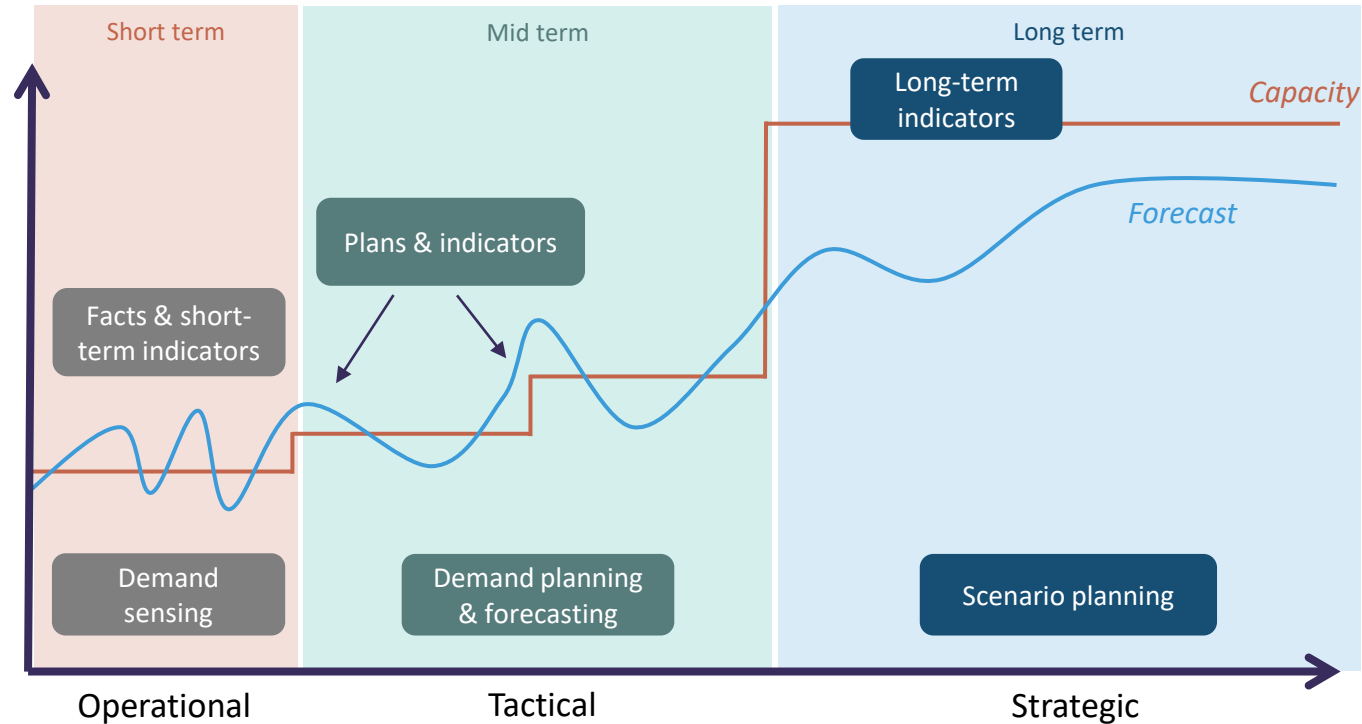
Data that is available on external data sources that are not yet included in your plans

### Different types

- Market data

What data archetypes are available?

Data archetypes add value across your planning horizon as it will serve different horizons



# How to get started

How to get most out of your data?

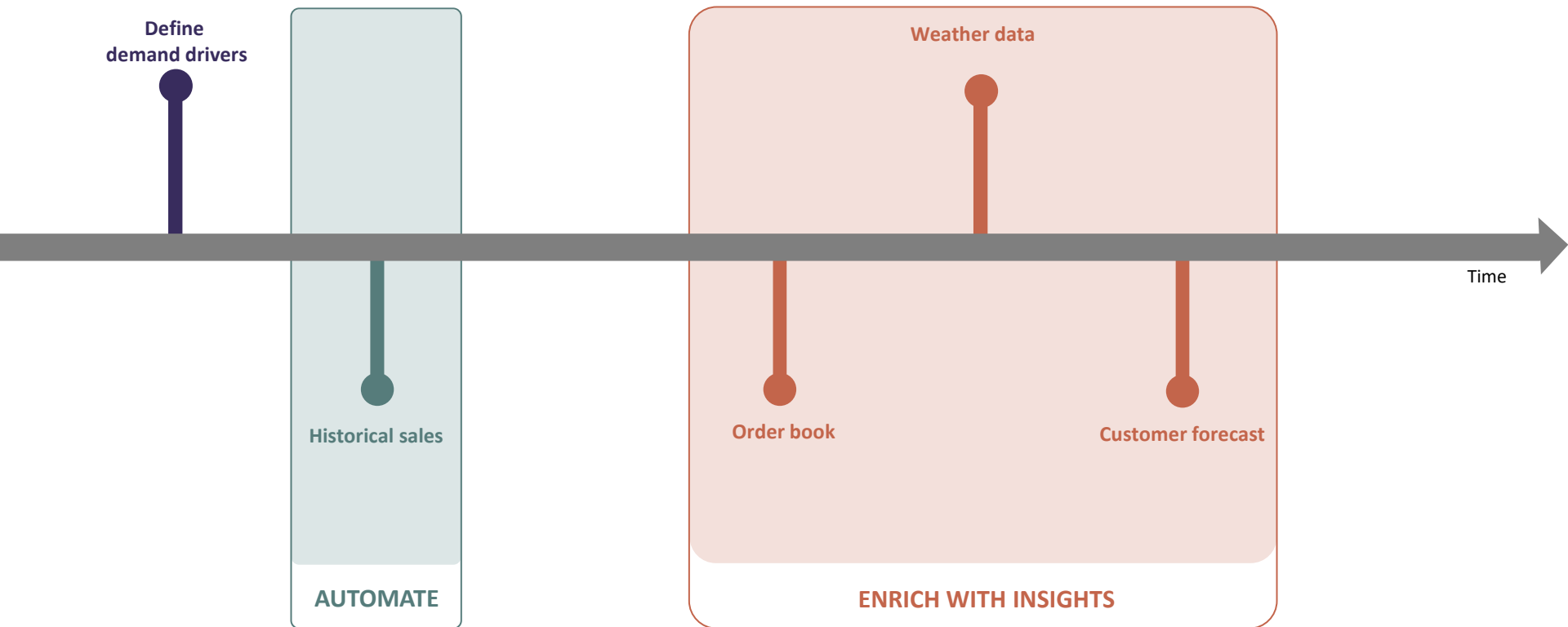
**Define  
demand drivers**



Time

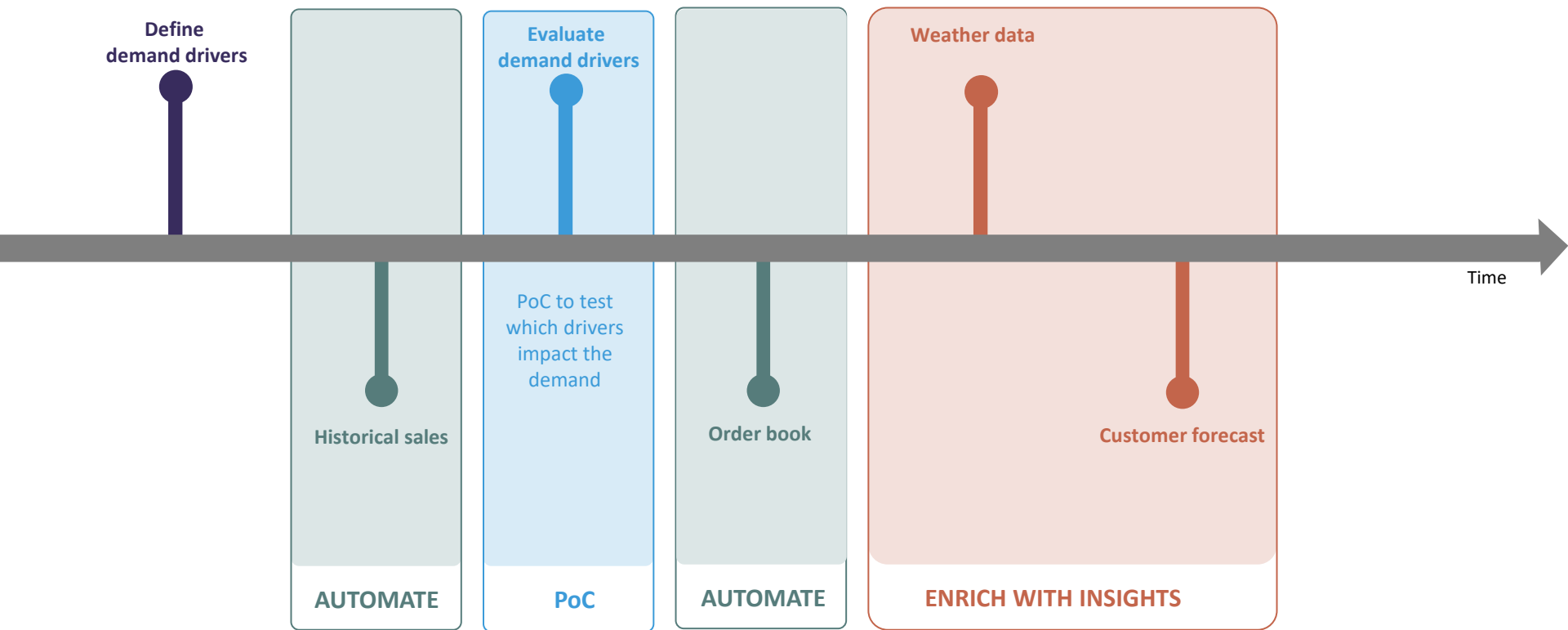
# How to get started

How to get most out of your data?



# How to get started

How to get most out of your data?




# Starting the forecast improvement journey

How to use your factual, plan and indicator data





## FACTS

Factual data that is available within or outside the company




## PLANS

Data that is available on the plans for the future



## INDICATORS

Data that is available on external data sources that are not yet included in your plans



What data archetypes are available?

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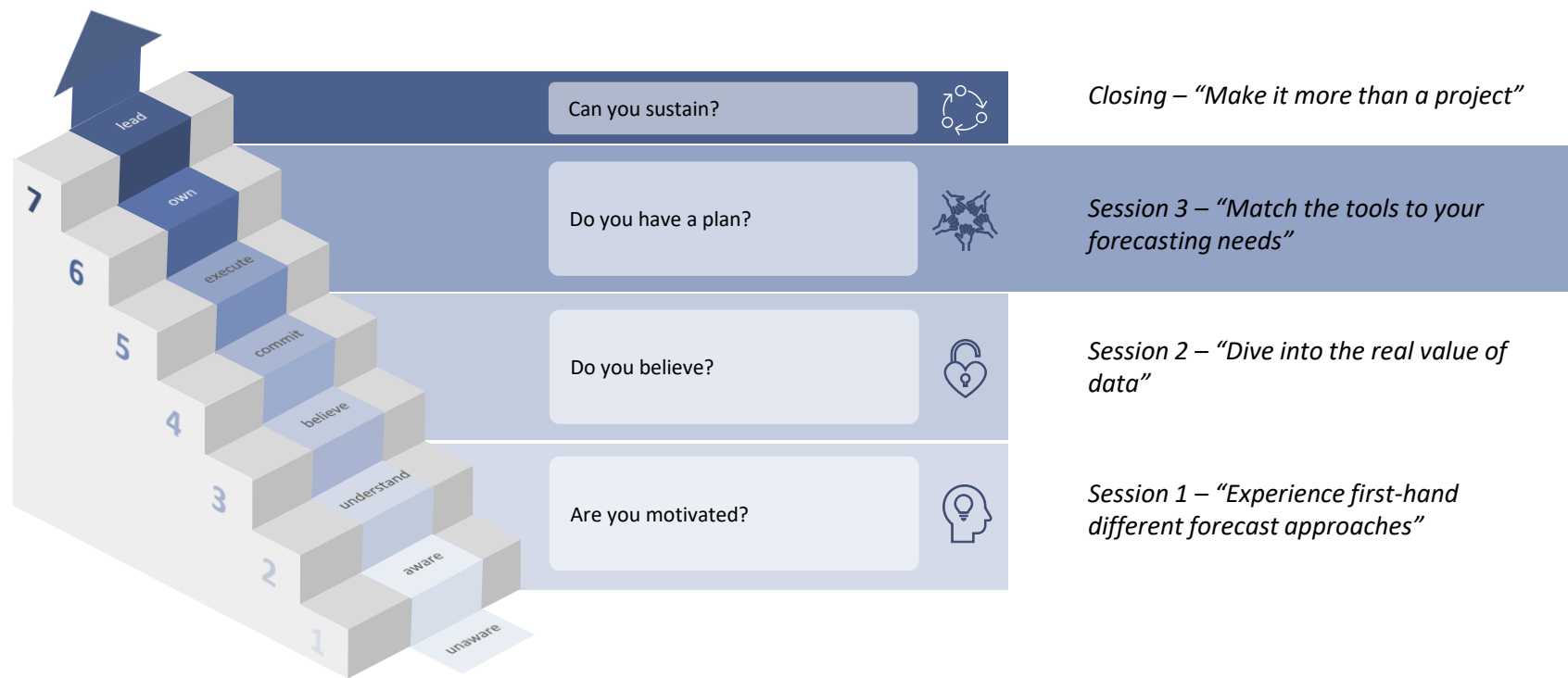
### Willem Gerbecks

- Business consultant at EyeOn for Consumer Products since 2017
- Started Demand Planner at Makro Netherlands in 2014
- Multiple projects at Retail, FMCG and Process industries



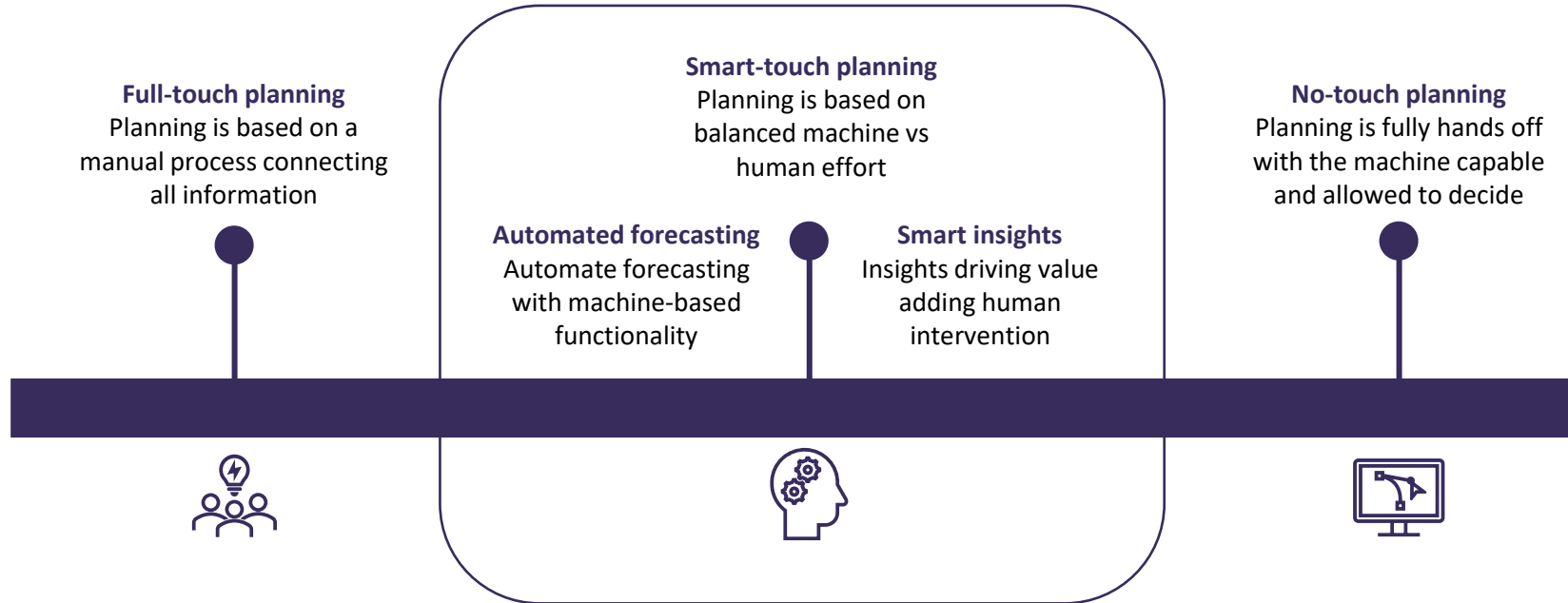
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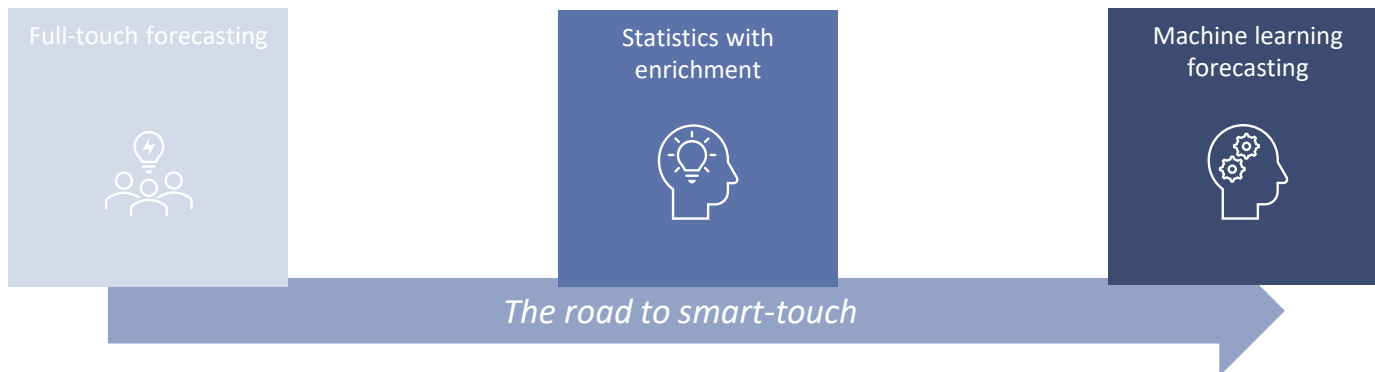


# Towards **smart-touch** planning & forecasting

What would this mean for the tools we work with?



## Remember the typical forecasting set-ups

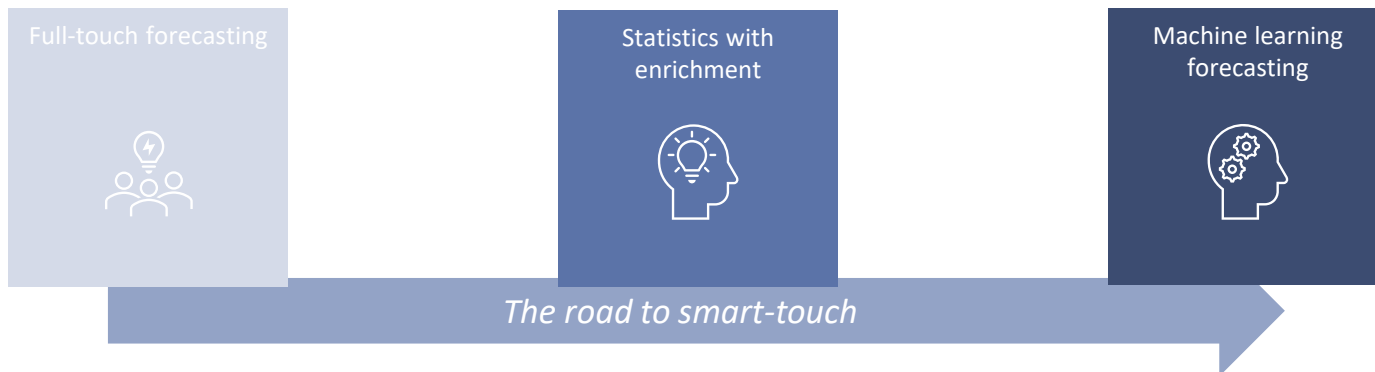


***“What would we expect from a forecasting tool?”***

***“How do make the setup smart?”***

***“How should we design the tool landscape?”***

## Remember the typical forecasting set-ups



***“What would we expect from a forecasting tool?”***

*“How do make the setup smart?”*

*“How should we design the tool landscape?”*

The main functionality of a forecast tool is  
the forecast calculation engine



Not Agree

*Forecasting also comprises data, forecasting  
and scenario management*



Agree

Without proper data a forecasting  
tool is useless



Not Agree

*Forecast data management is key in  
order to work in a stable and  
reliable forecasting environment*



Agree



The forecast tool should help me where to  
focus and intervene as a human



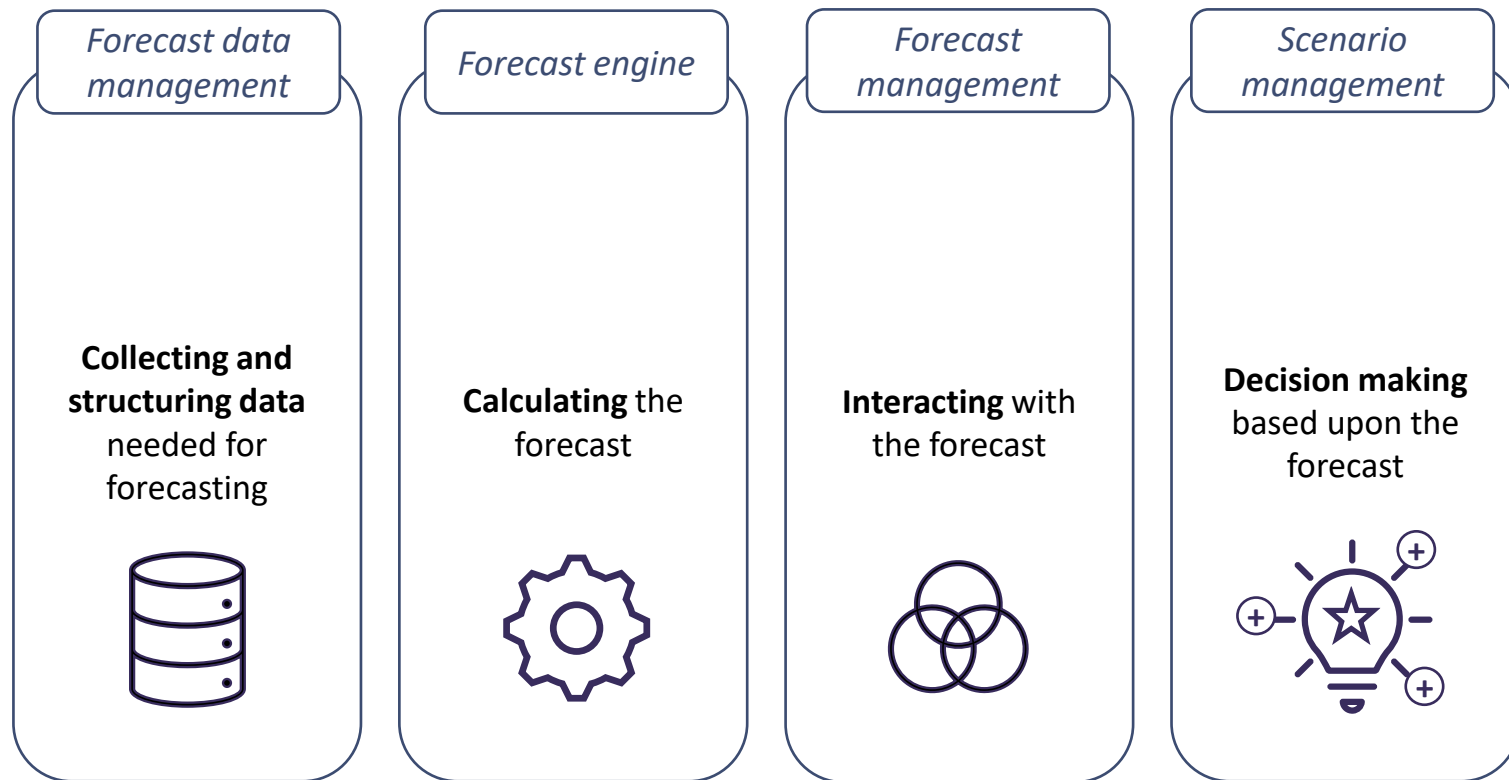
Not Agree

*Alerts and segmentation help planners  
to work exception-based and  
add value where needed*



Agree

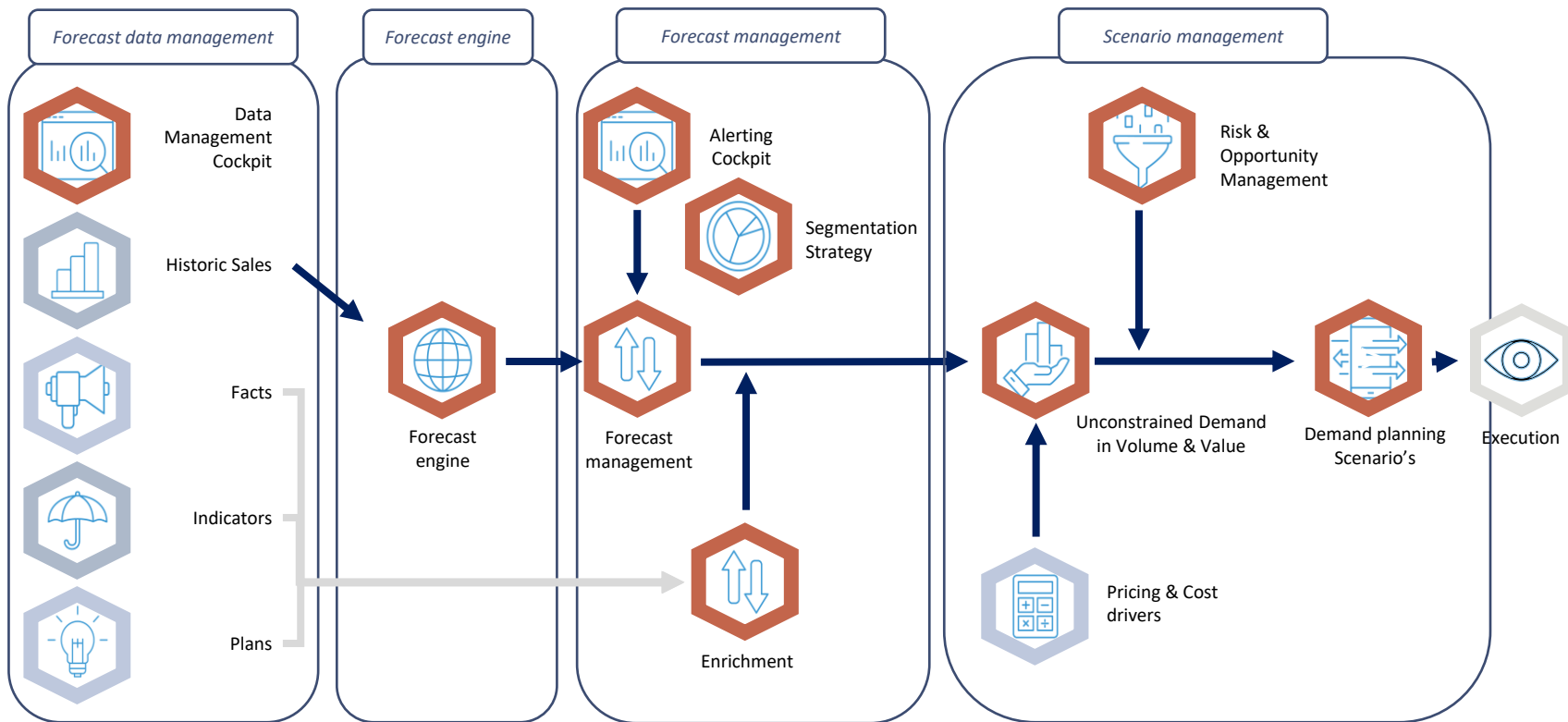
## The '4 big blocks' in forecasting





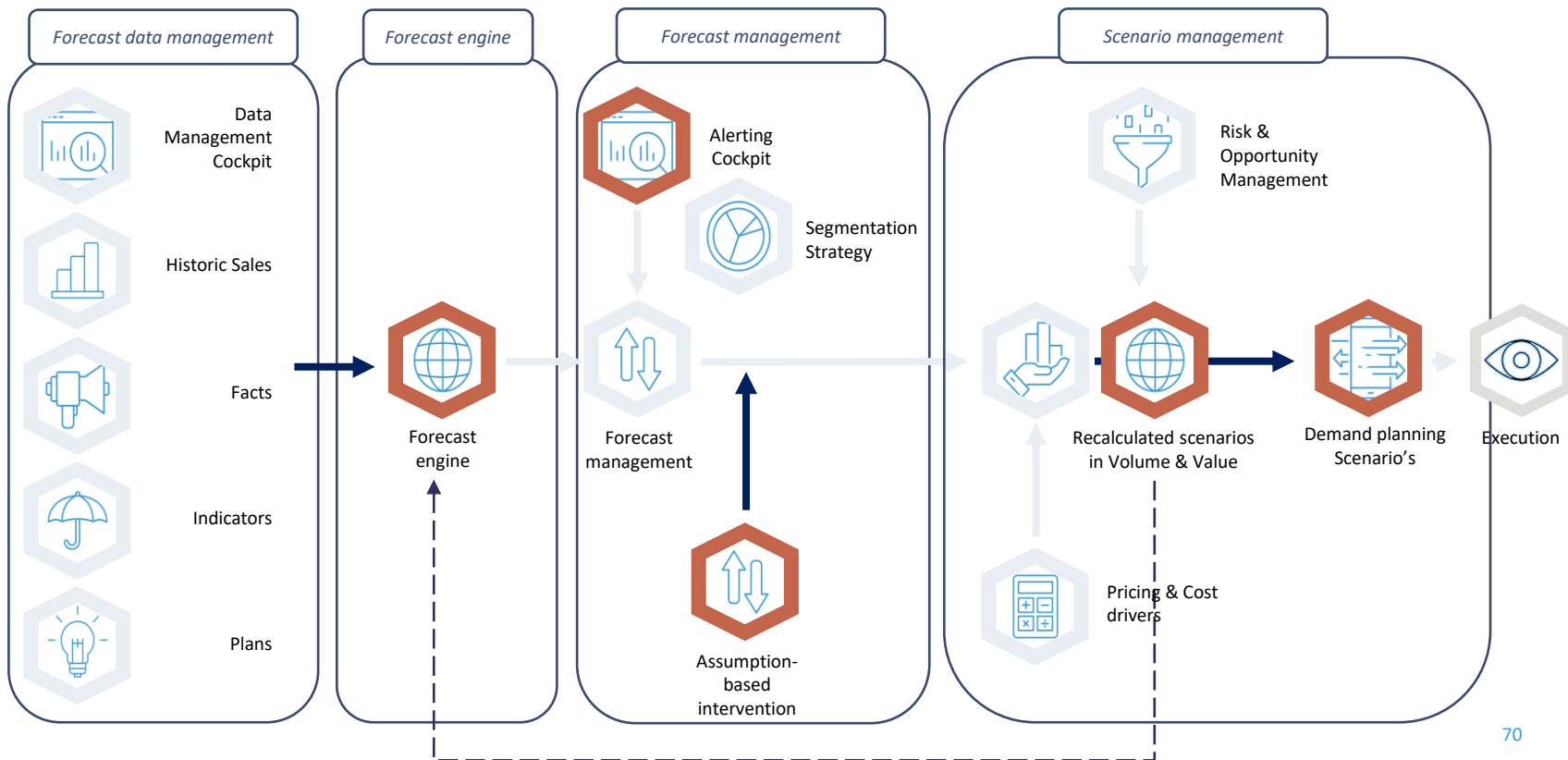
# Demand forecasting tools – statistics with enrichment

Focused enrichment combined with statistical baseline – R/O based scenarios

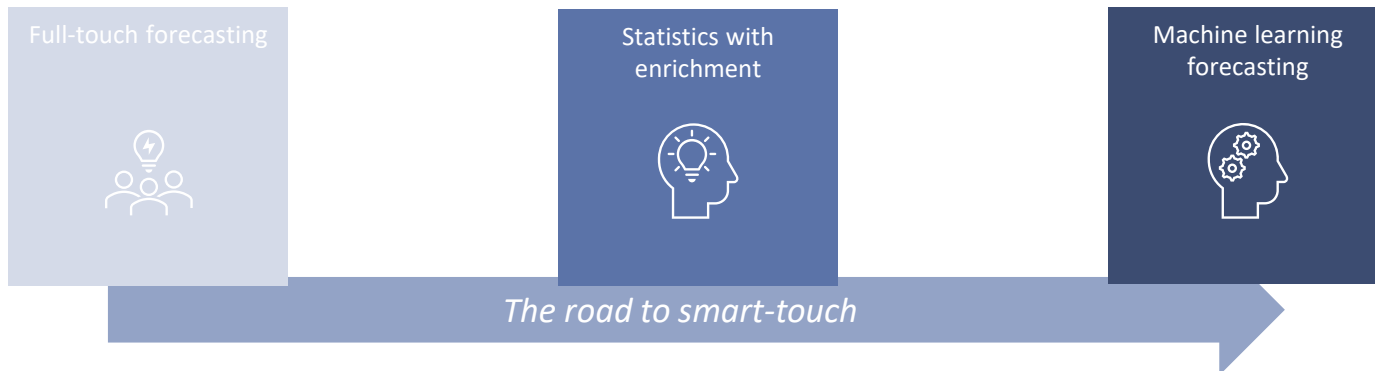


# Demand forecasting tools – Applying machine learning

All forecastable data in the machine, touch where needed on calculated scenarios



## Remember the typical forecasting setups



*“What would we expect from a forecasting tool?”*

***“How do make the setup smart?”***

*“How should we design the tool landscape?”*

In order to make the forecast tool smart I  
need machine learning or AI.



Not Agree

*There are still many environments where machine learning is not able to outperform statistical forecasting in combination with focused enrichment.*



Agree

# Smart-touch forecasting is only about automated calculations



Not Agree

*Other ways to make forecasting smart can be  
applying segmentation strategies or  
exception-based baseline management*



Agree



Understanding the building blocks of the  
forecast enables a planner to work smart.



Not Agree

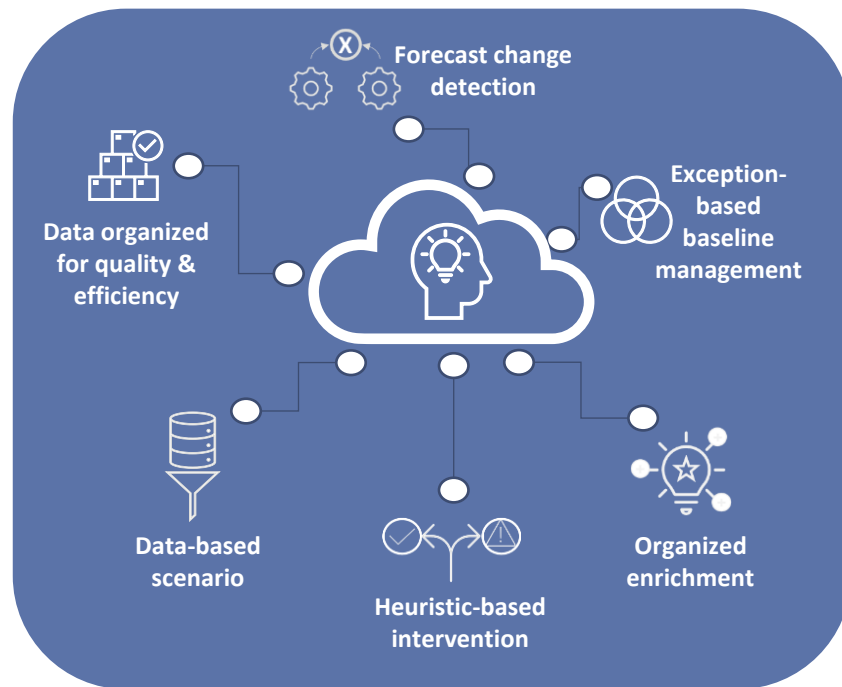
*There are machine learning techniques,  
like model explainability and generative AI  
that can make this work*



Agree

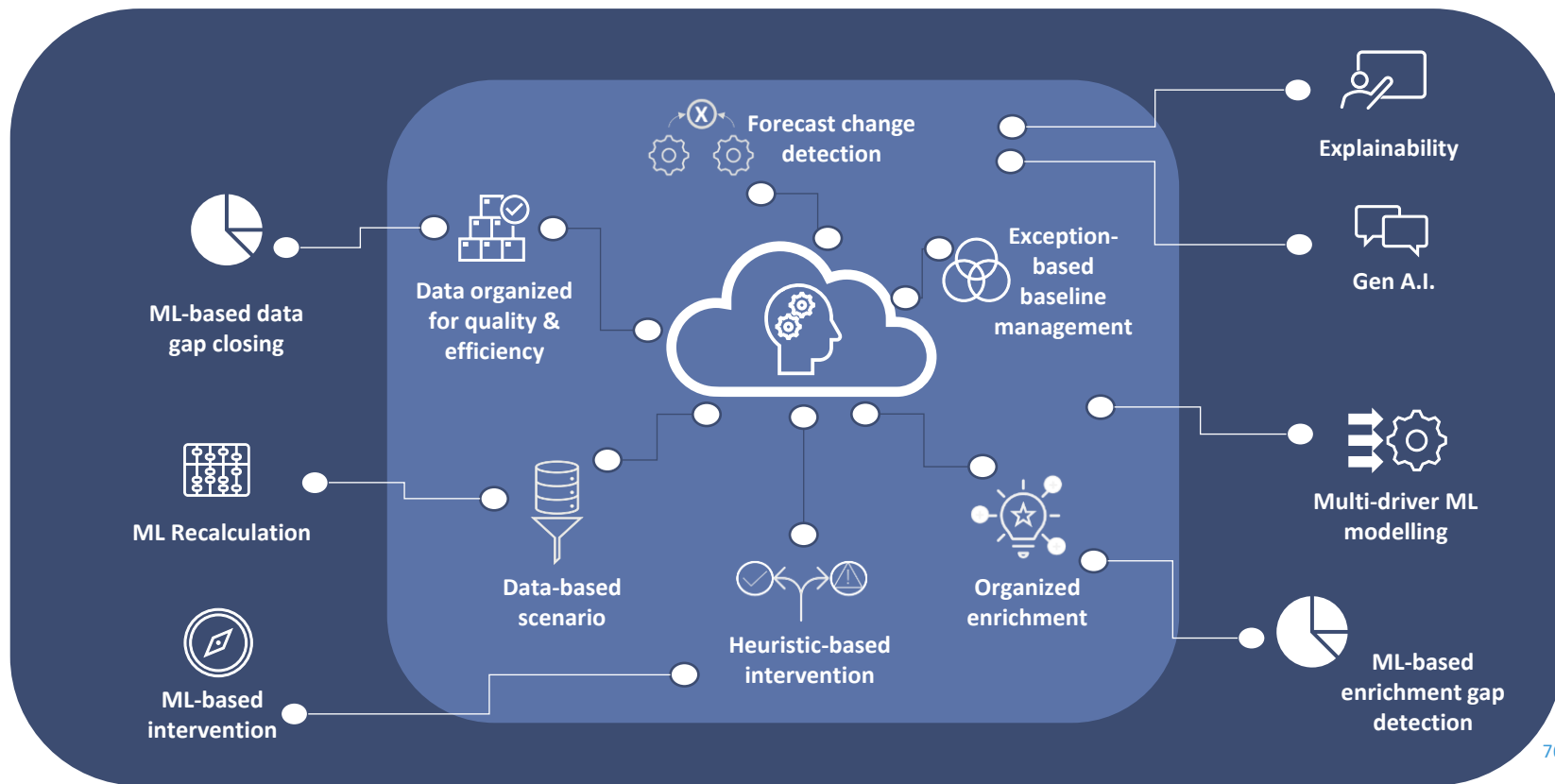
## How to make statistics with enrichment “Smart”?

It is all about data organization, exception-based management and logics



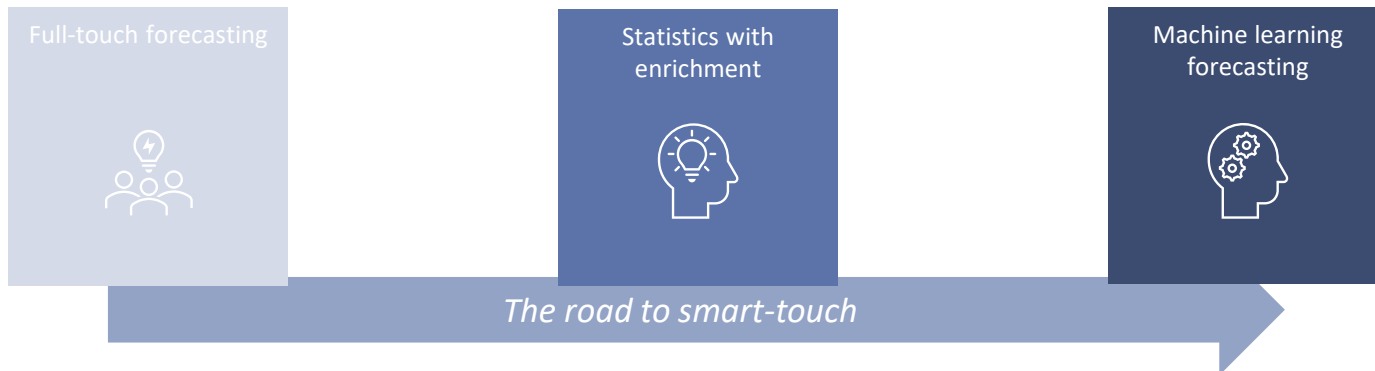
# How to make a machine learning set-up “Smart”?

Think broader than only machine learning calculation of the forecast





## Remember the typical forecasting set-ups



*“What would we expect from a forecasting tool?”*

*“How do make the setup smart?”*

***“How should we design the tool landscape?”***

All functionality required for forecasting  
should be in one and the same tool.



Not Agree

*There are multiple setups possible,  
there is no single best choice*



Agree

The location of the forecast engine drives  
the full system landscape setup.



Not Agree

*The size of the company predominantly  
determines the planning landscape*



Agree

# Different landscape tools

Evaluate what type of data you have available – some examples

Data platform



Best of Breed



APS



Forecast as a service



Data science platform



Collaboration platform



Insights platform

Power BI



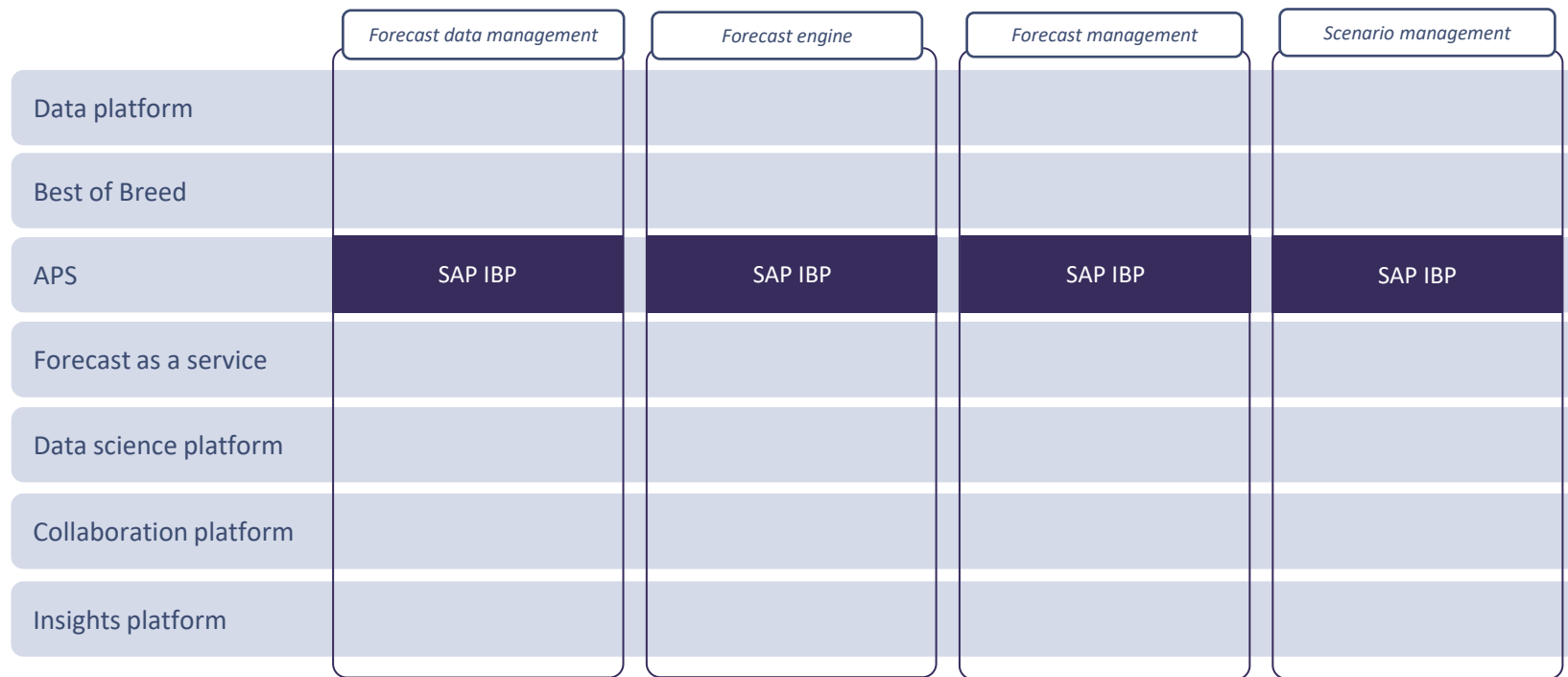
+ a b | e a u



QlikSense

# Typical forecast setups we see

#1: All 4 blocks in one APS



# Typical forecast setups we see

## #2: Data management & best of breed enrichment outside APS

	Forecast data management	Forecast engine	Forecast management	Scenario management
Data platform	Azure			
Best of Breed	TPM			
APS		SAP IBP	SAP IBP	SAP IBP
Forecast as a service				
Data science platform				
Collaboration platform				
Insights platform				

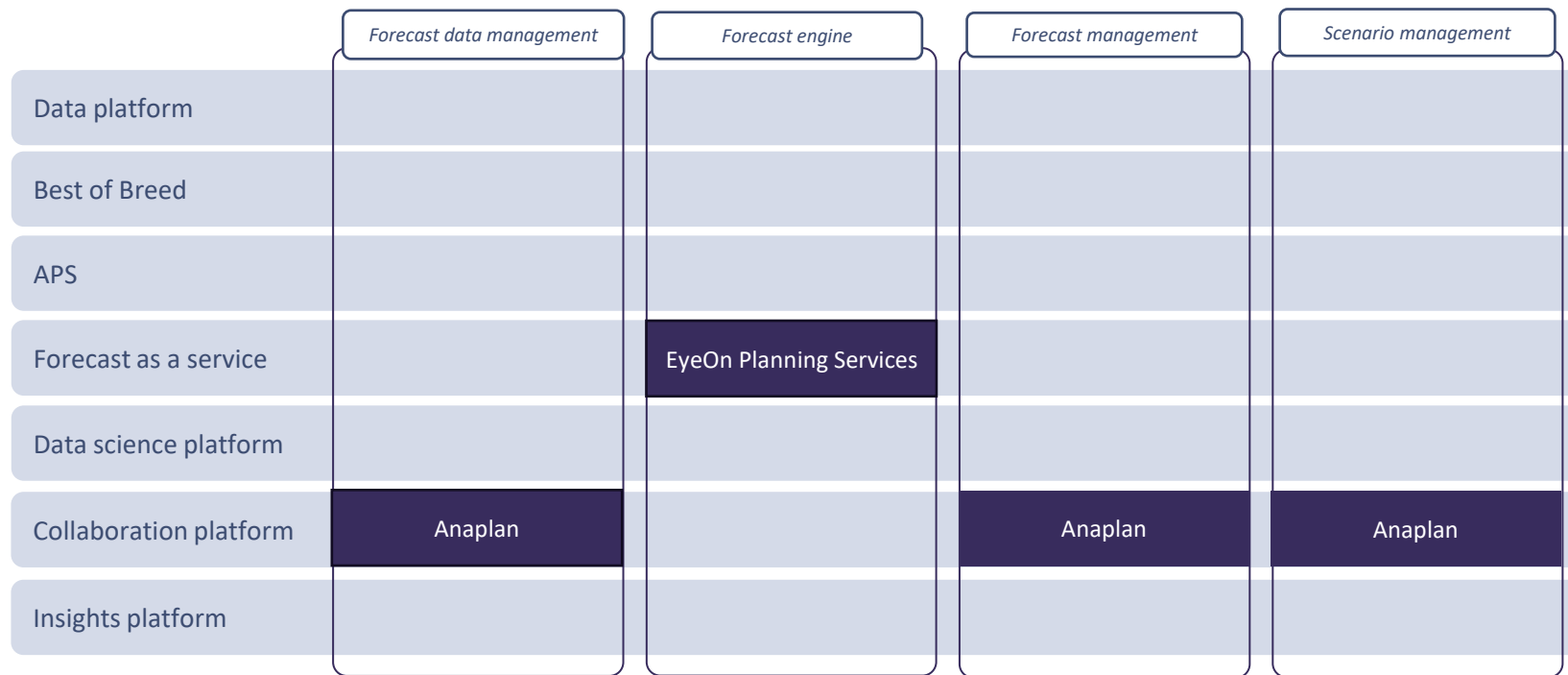
# Typical forecast setups we see

## #3: Forecast engine outside APS

	Forecast data management	Forecast engine	Forecast management	Scenario management
Data platform	Azure			
Best of Breed	TPM			
APS			SAP IBP	SAP IBP
Forecast as a service				
Data science platform		Databricks		
Collaboration platform				
Insights platform				

## Typical forecast setups we see

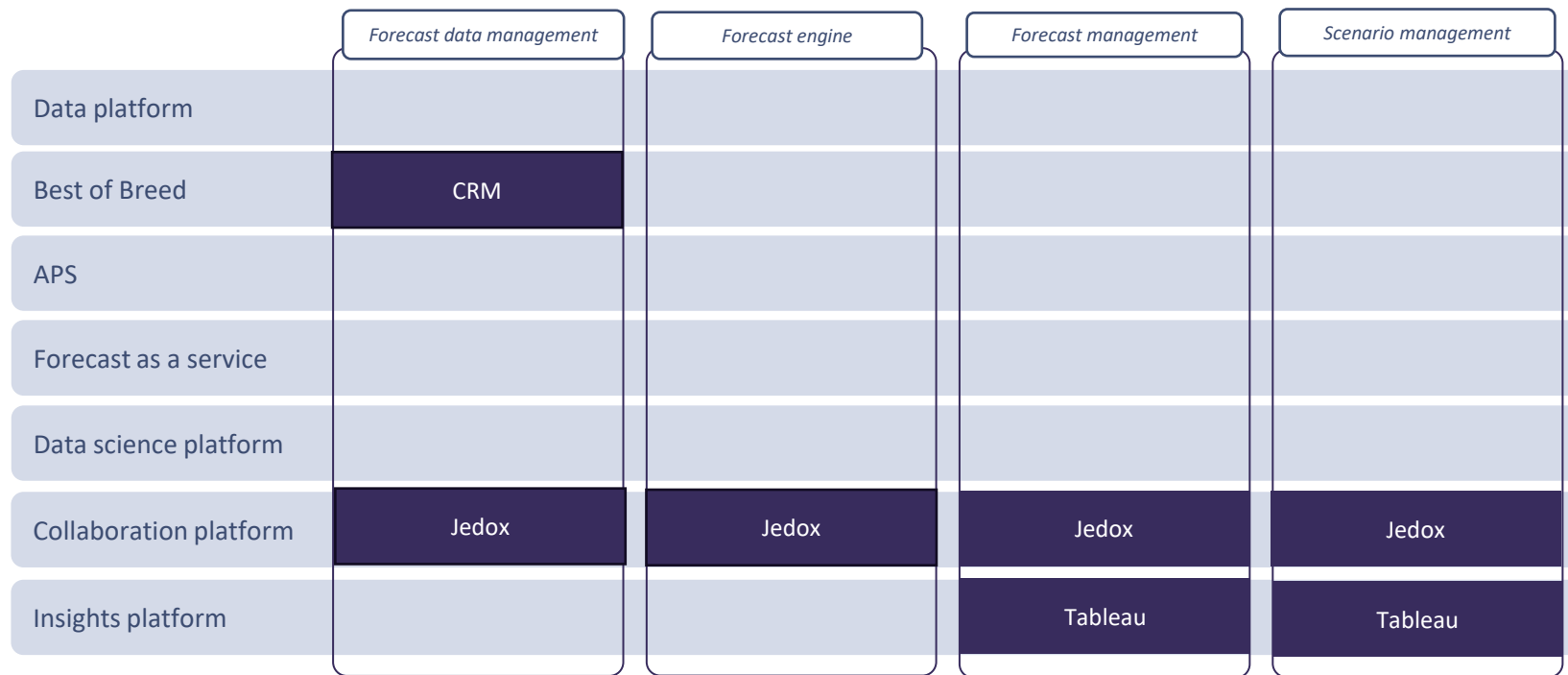
#4a: Mid-size companies too small for a big APS





## Typical forecast setups we see

#4b: Mid-size companies too small for a big APS



All functionality required for forecasting  
should be in one and the same tool.



Not Agree



Agree

# Agenda

Topic	Who	Time
Welcome		09.30 – 10.00h
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Meet your peers - drinks	All	From 17.00h

## Personal introduction

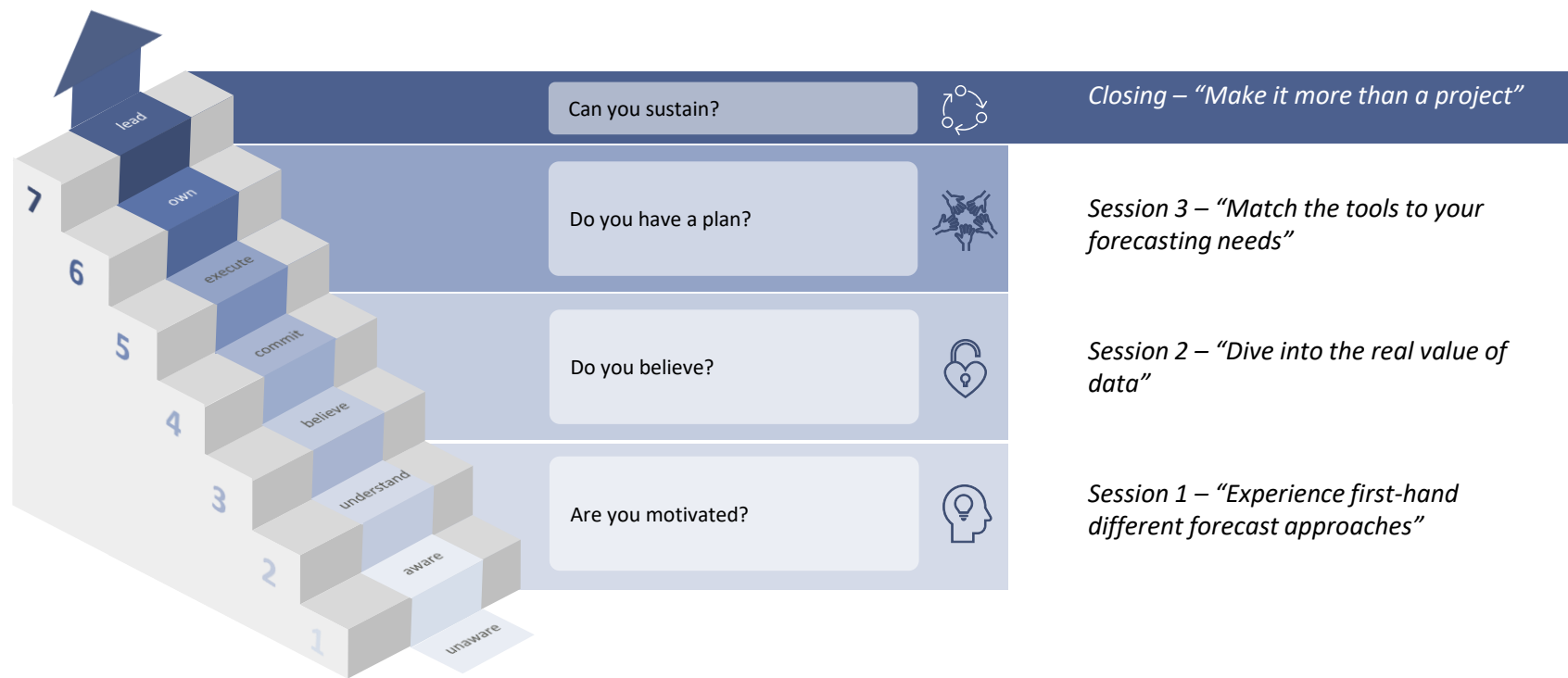


### Milena Kaupp

- Business consultant at EyeOn for Consumer Products
- Experience in designing and implementing supply chain planning in various industries

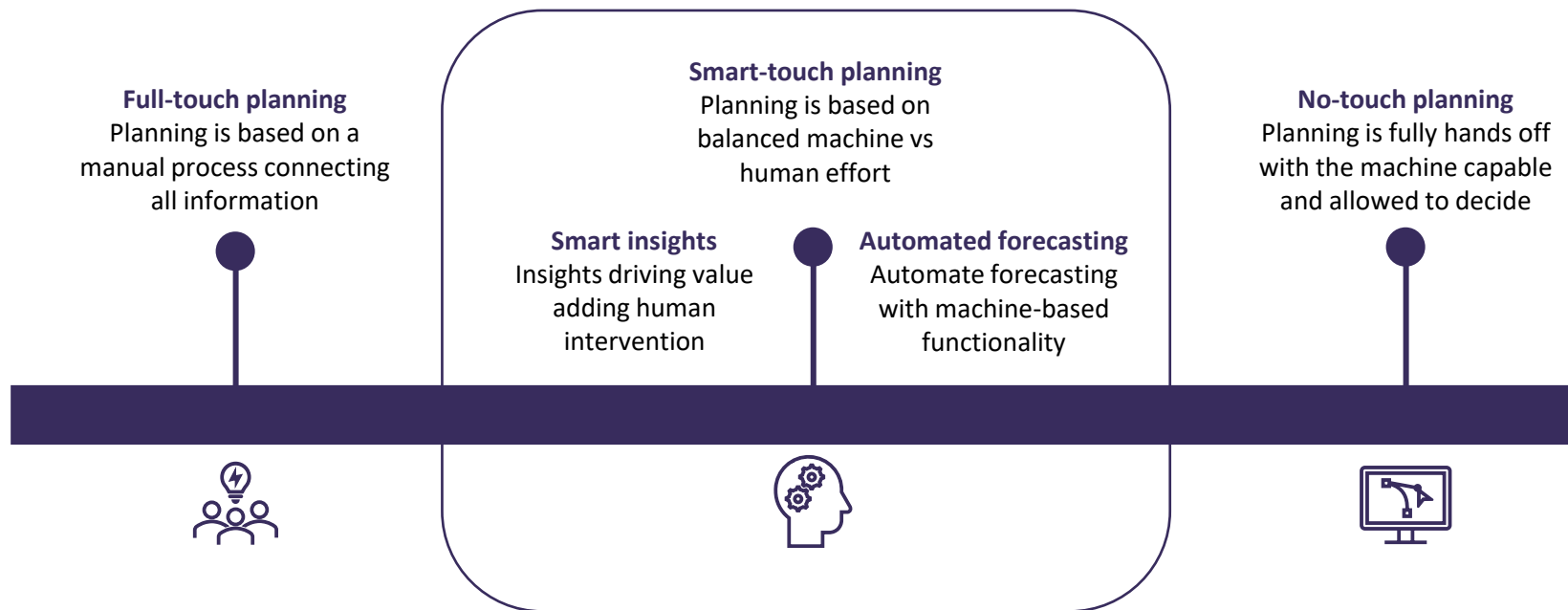
# Growing to advanced demand planning & forecasting

Carefully choose your approach and do not skip steps



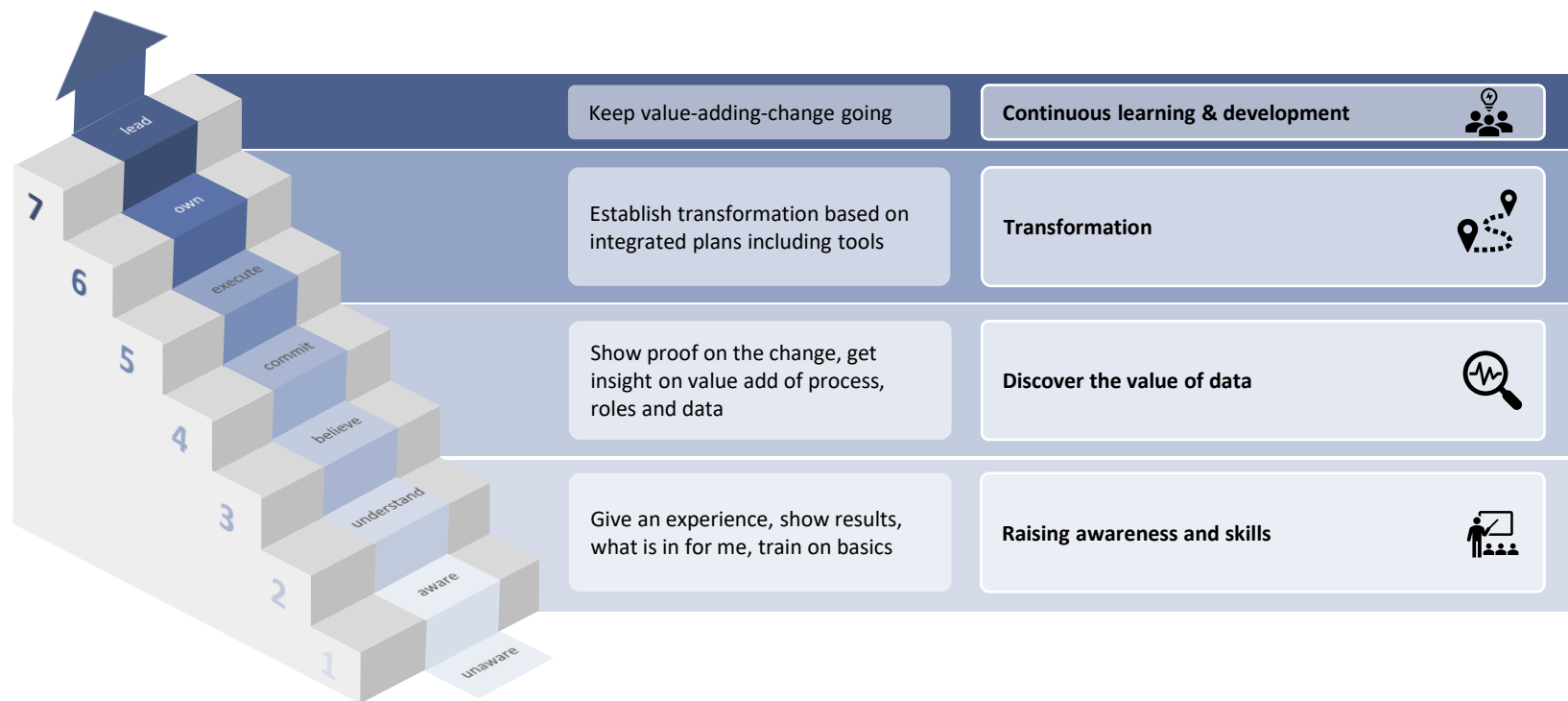
# Towards **smart-touch** planning & forecasting

The sweet spot of human & machine input – Automate forecasting with smart insights



# Growing to smart demand planning & forecasting

Carefully choose your approach and do not skip steps



# EyeOn forecasting academy

Raise awareness and understanding before taking steps in demand planning





# EyeOn forecasting academy

## Project examples

### INSPIRE

How does the role of a demand planner look like in a digitalized world?

#### Method

- Inspiration session for demand planning team with input from EyeOn and interactive examples

#### Outcome



Raised awareness in the team on how to **shape the role of demand planners** in the future

### EXPERIENCE

How to increase the understanding of statistical models after a planning tool implementation?

#### Method

- Tailored Forecast Game to their specific industry and planning setup

#### Outcome



Raised awareness in the team on **optimizing planning parameters** in an interactive and engaging manner

### TRAIN

How to grow demand planning capabilities to improve our demand review meetings?

#### Method

- On-site masterclass for 10 employees aligned with company's way of working including hands-on training time

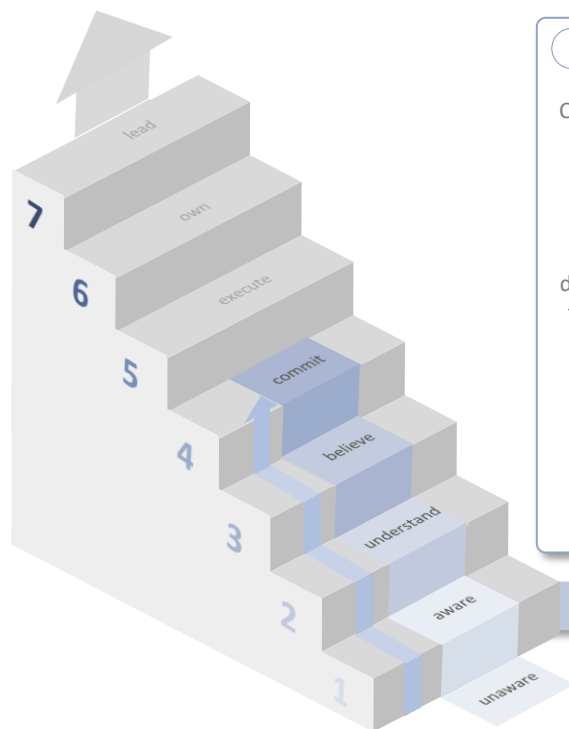
#### Outcome



Demand Planners to leave the session **confident to change** conversations during Demand Review, challenge discussions & build a deck to validate takeaways

# Discover the value of data

Determine your data readiness and your data value before you start building



## AS-IS

Company Data & KPIs cover knowledge what you currently have, but it does not show the potential of your next step



## EXPLORE THE POTENTIAL

Discover the potential of your next steps by bringing in more data



### QUALITATIVE REVIEW

- Make the process, roles, data & tool gaps for forecasting tangible



### QUANTITATIVE REVIEW

- Detect forecastability
- Detect Sales history patterns
- Data readiness for machine learning
- Relationship of demand drivers to sales history



### ADVANCED MODELLING

- Use advanced techniques to model with your data
- Get proof of the forecast potential
- Make your forecast transformation case

How to discover the value of data?

# Discover the value of data

## Project examples



### EXPLORE THE POTENTIAL

Could we use our existing data to improve our forecast accuracy?

#### Method

- **Proof of concept:** Testing of different set-ups with statistics, with contract book and with multiple drivers and integration of already available data

#### Outcome



**+32%pt more accurate** vs manual forecast

Achieved by using data they already had in their system ready to go



### EXPLORE THE POTENTIAL

Does weather really have a big impact on our demand fluctuations?

#### Method

- **Proof of concept:** We tested using daily temperature outlooks for 14 days rolling on multiple product aggregations

#### Outcome



**92% FCA** overall allowing cost savings and increased service

Forecast made available in Anaplan for planners to tune it before feeding it into workforce planning



### EXPLORE THE POTENTIAL

Could we improve our forecast by moving to shorter time buckets?

#### Method

- **Fast scan** to implementation: analysis of forecast improvement potential by moving from monthly to weekly and daily buckets

#### Outcome

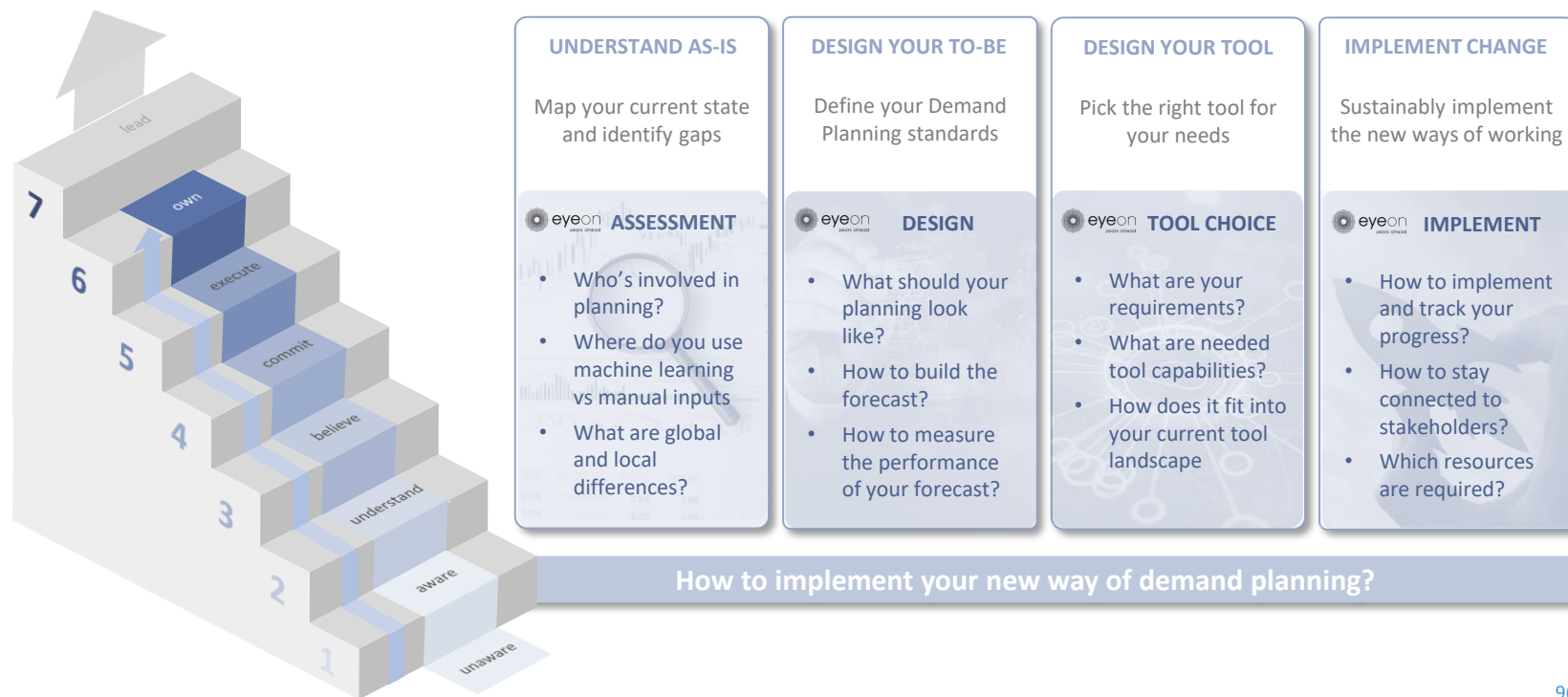


**Moving to weekly buckets** increasing forecast accuracy for fresh business

With the insight the Anaplan set-up was extended to cover the weekly bucket approach

# How to approach the development plan?

Execute and own the new way of planning



# How to approach the development plan?

## Project examples



### DESIGN YOUR TO-BE

How to standardize and improve our demand planning design?

#### Method

- Demand **planning blueprint** created incl. process framework, calendar, RACI, ...

#### Outcome



One **standard way of working** across regions

Involvement of stakeholders to increase awareness and knowledge



### IMPLEMENT CHANGE

How to have immediate access to statistics while building towards an APS?

#### Method

- Connect a **planning service** for statistical baseline forecasting as intermediate solution with a front-end to edit the forecast

#### Outcome



**Immediate transition** to new forecasting set-up including statistics

Gaining experience and results while building full APS solution.



### IMPLEMENT CHANGE

How to establish the designed new demand planning & forecasting approach?

#### Method

- Have a **demand planning & forecasting expert onboard** to train, guide, coach and lead the demand planning team as they learn.

#### Outcome

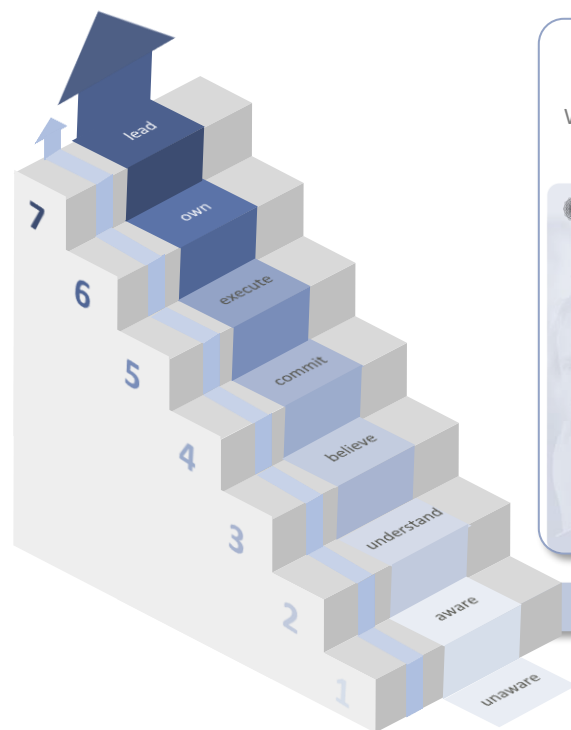


Theoretical design brought into practice with guidance of an expert.

**Cycle-to-cycle and on-the-job learning** and change towards the new forecasting set-up

# How to sustain the development?

Change does not stop with the go-live



## CONTINUOUS DEVELOPMENT

When the project is done, the change is not. Focus on people development

### eyeon years ahead PERSONAL DEVELOPMENT

- Establish positive mindset about personal development
- Establish transparency on personal development

### eyeon years ahead COACHING

- Establish feeling that organization wants people to evolve
- Offer on-the-job coaching tailored to individual needs

## DETECT NEED FOR CHANGE

Building an organization that is prepared for change and encourages continuous improvement

### eyeon years ahead TRACKING

- Establish result-driven mindset
- Performance tracking – qualitative and quantitative

### eyeon years ahead DETECT CHANGE

- Establish transparency – log improvement potential, decide and communicate
- Detect when a step change is needed

How to sustain the new way of demand planning?

# How to sustain the development?

## Project examples



### PERSONAL DEVELOPMENT

How to take the next steps in my role as a demand planner?

#### Method

- Demand planning coaching to increase capabilities and develop personal learning approach based on role spiderchart

#### Outcome



Reflection on own capabilities and development areas.

Coaching more focused on development towards a role expectation



### KICKSTART CoE

How to set up a new centre of excellence in demand planning?

#### Method

- Set-up & run training program for new analytical CoE, coached first 6 forecasting cycles
- Delivering best-fit forecast model selection & reporting as-a-service

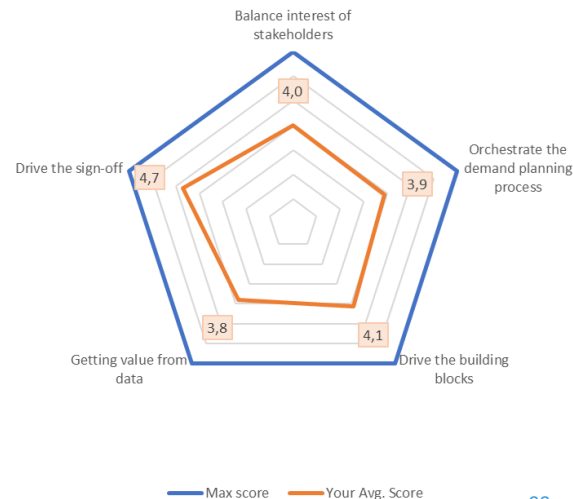
#### Outcome



New global demand planning organization taking demand planning development into their hands.

Uniform data and reporting visualization established.

### THE ROLE OF THE DEMAND PLANNER



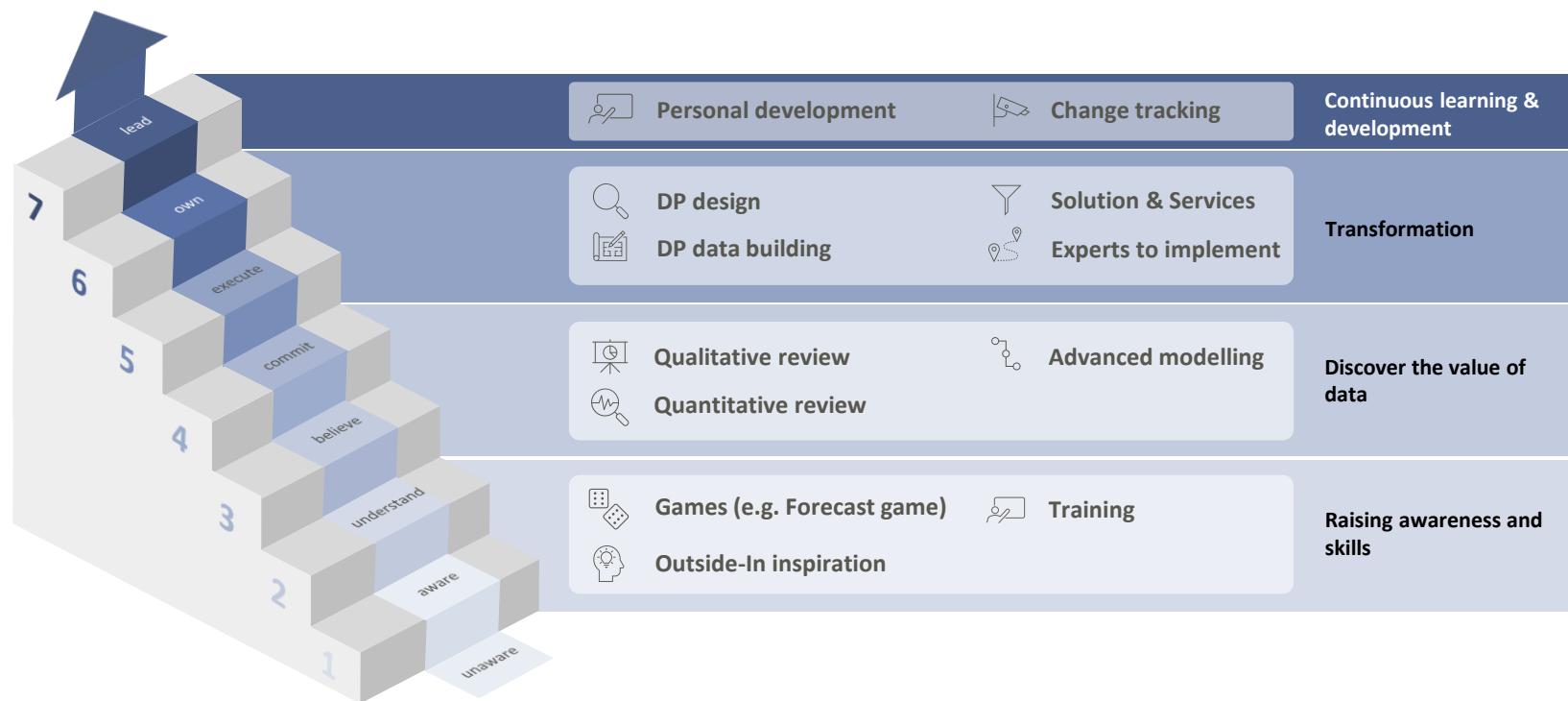
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# Growing to advanced demand planning & forecasting

Carefully choose your approach and do not skip steps



## Did we spark your interest?

Let's collaborate towards advanced forecasting

### Act today

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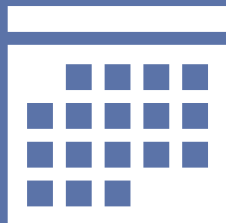
- Benefit from the drinks to talk to any of our experts today!



### Plan your next move

---

- Built on your momentum and plan a follow-up with us.



# EyeOn events 2024 – let's meet again

March 12

Launch  
Forecasting  
E-book

March 12-14

Logichem  
Rotterdam

March 14

Supply Chain  
Innovations  
Antwerp

April 16-18

Logipharma  
Lyon



May 16<sup>th</sup>

Connected  
planning event  
Eindhoven

June 6<sup>th</sup>

Networking event  
Switzerland

June 18<sup>th</sup>

Networking event  
Germany

Check

[eyeonplanning.  
com](https://eyeonplanning.com)



Thank you for your participation!