



BUILDING A DEMAND-DRIVEN SUPPLY CHAIN THROUGH

INTEGRATED BUSINESS MANAGEMENT

– FROM EXECUTION TO OPTIMIZATION



As the world of supply chain revolves more and more around the efficiencies and high customer service, low cost and having the product at the right time, the right place and in the right quantity, and around multi-echelon collaboration across extended supply chains that are demand-driven, more and more corporations are realizing that to train supply chain professionals on how they can better forecast, plan and run their projects, is not supporting the need of transparent organization where silos block the effective communication.



Jaguar-APS Business Excellence Framework

The workshops we offer are designed primarily with supply chain and operations in mind, however, they are also designed with all other functional departments in mind to facilitate the knowledge of cross-functional abilities and benefits. A good forecast is a product of cross-functional collaboration of internal and external partners. Inventory optimization cannot be accomplished to its fullest potential without proper master schedule, which in turn cannot exist without a good forecast. Budgets are a big event for most of organizations and yet, if the S&OP / IBP concept of collaboration and continuous refreshing of demand plan driven by market data, marketing and sales activities and supply constraints was fully understood by all process stakeholders, it would become a 'significant non-event'.

All of the below workshops have broad enough coverage of the need for collaboration and explain how the best-in-class companies achieve it. This means, that the best target group for any of these workshops is all company functions that have the ability to sense, shape, and steer demand to support top management with the data, information and tools to make highly profitable decisions at their monthly executive meetings.

Simply said, well trained individuals in each department working in functional silos without good understanding of what the others can do and how they can help each other to support overall business goals is not an option for best-in-class companies worldwide.

The additional value we provide to the workshop delegates is a 60 days post-workshop support via phone / email on workshop covered materials / topics. Web forum for workshop participants to enable them to consult with their peers and/or escalate the questions directly to Jaguar-APS. All workshop materials available for downloads from Jaguar-APS web forum, including library of reference materials and white papers.

Some of our endorsements can be found [here](#).

Training approach:





2016 UPDATE OF WORKSHOPS AND SEMINARS DEVELOPED AND DELIVERED BY JAGUAR-APS:

1. INTEGRATED BUSINESS MANAGEMENT / EXECUTIVE SALES & OPERATIONS PLANNING – ADVANCED LEVEL (IBP / ES&OP)

IBP is a process led by senior management that evaluates and revises time-phased projections for demand, supply, product and portfolio changes, strategic projects, and the resulting financial plans. This is done on a monthly basis, typically over a 24-month rolling planning horizon.

It is a decision-making process that realigns the tactical plans for all business functions in all geographies and operating units to support the company's business goals and targets.

A primary objective of S&OP/IBP is to reach consensus on a single operating plan, to which executives of the management team hold themselves accountable and allocates the critical resources of people, equipment, inventory, materials, time, and money to most effectively satisfy customers in a profitable way.



- This ES&OP/IBP course is designed for senior executives, directors and middle managers and all members of the leadership team who are involved in elements of the integrated management process for their company. This in-depth look is also an excellent opportunity for a team implementing this process to ensure that the senior management to whom the team reports understands what is being done and how it benefits them.
- Completely updated for latest best practices in IBP & ES&OP.
- New group activities and role plays.



TARGET GROUP: CEOs, COOs, EDs, Directors, SVPs, VPs, General Managers, Senior Managers, Managers of: Forecasting / Planning, New Product Forecasting, Supply Chain Management, Allocation and Planning, Strategic Planning, Demand Management Process, Brand Management, Promotions Planning, Finance, Production Planning, Merchandising, Product Life-Cycle, Trade Promotions, Retail Collaboration, Sales, Marketing, Market Research, Sales Analysis, Statistical Modelling, and all others who either can influence what customers will buy or who are responsible for the product availability and customer service or strategic planning.

2. DEMAND MANAGEMENT & SALES FORECASTING BEST PRACTICES – INTERMEDIATE TO ADVANCED LEVEL

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

Focus of the workshop is best practices companies are applying today; 'de-mystification' of statistical forecast methodology and models using Excel and then discussion the applicability of these models to SAP APO DP, JDA Manugistics, Oracle Demantra, FutureMaster, ForecastPRO and other systems.

Special time has been allocated to discuss exception-driven forecast tools and management techniques that direct attention of forecast managers to the issues that need to be addressed before publishing new forecast to the S&OP process.

Workshop design accommodates discussion and idea sharing among participants as well as hands-on practice in MS Excel. Small team breakouts and assignments foster extended knowledge retention.

- Updated for latest best practices in forecasting of demand, and exception management tools.
- New excel based hands-on activities including calculations of promotional lift, dip and baseline

TARGET GROUP: CEOs, COOs, EDs, Directors, SVPs, VPs, General Managers, Senior Managers, Managers of: Forecasting / Planning, New Product Forecasting, Supply Chain Management, Allocation and Planning, Strategic Planning, Demand Management Process, Brand Management, Promotions Planning, Finance, Production Planning, Merchandising, Product Life-Cycle, Trade Promotions, Retail Collaboration, Sales, Marketing, Market Research, Sales Analysis, Statistical Modelling.





3. DEMAND SENSING, SHAPING, SALES FORECASTING AND S&OP – HOW DO THEY WORK TOGETHER? – ADVANCED LEVEL

Some organizations that have benefited from an effective demand planning process can find themselves at a competitive disadvantage if they have not considered how big data / demand sensing and shaping can provide additional supply chain value.



Organizations can put the demand-sensing knowledge discovery process to work by applying its benefits across a planning period enabled by high-performance analytics.

Untapped data sources that have gone unused in the past can now be used to sense, interpret, and respond to demand signals and customer requirements and to improve decision making.

Demand Sensing continues to provide a consistent step change in forecast accuracy, helping mitigate the effect of volatile market conditions. Demand Sensing reduced average weekly error from 48% to 30% for all companies combined, for a 38% reduction in forecast error.

- Workshop specifically designed for SENIOR MANAGEMENT!
- Focus is on Demand-Driven planning of demand with supply chain in mind.
- **This workshop is the WHAT of the latest trends in getting closer to customers as practiced by the top of best-in-class corporations. The Data Mining and Advanced Statistical Forecasting is then HOW the best-in-class companies implement these concepts.**
- Special time is dedicated to provide delegates with a good understanding of why traditional forecasting methods and base S&OP do not deliver anymore.

TARGET FUNCTIONS ARE: CEOs, COOs, EDs, Directors, SVPs, VPs, General Managers, Senior Managers, Managers of: Forecasting / Planning, New Product Forecasting, Supply Chain Management, Allocation and Planning, Strategic Planning, Demand Management Process, Brand Management, Promotions Planning, Finance, Production Planning, Merchandising, Product Life-Cycle, Trade Promotions, Retail Collaboration, Sales, Marketing, Market Research, Sales Analysis, Statistical Modelling



Discussion



4. DATA MINING, SEGMENTATION, AND ADVANCED STATISTICAL FORECASTING – ADVANCED LEVEL

The workshop is specifically designed to address key issues in the minds of those with management and executive responsibilities and those who work alongside them. The objective of this course is to provide business professionals with a set of data and forecasting procedures and to demonstrate with illustrative examples how such procedures are used in data preparation and model building and forecasting. The course focuses on conceptual framework of models, and thus providing a clear vision of what each model represents, its underlying assumptions and what its model statistics imply. Such understanding helps forecasters and business professionals not only in evaluating models but also in selecting the right one for preparing forecasts. The limitations of each of the models are pointed out throughout the course as well. The main goal is to show the application of models in forecasting and the importance of quality of the data used to generate the forecasts. The most important thing for practicing forecasters and their management is to understand the concept, how a model works, how to evaluate it, and how to go about to improve upon it. The requirements of mathematics are kept to a minimum, as most of the forecasting software systems do this on their own.



Material covered in this workshop is fully applicable to SAP APO DP, JDA Manugistics, Oracle Demantra, FutureMaster, ForecastPRO and many other forecasting and statistical modeling systems.

This course provides a combination of best practices in data management, segmentation and cleansing approaches required for sound statistical forecasting and forecast presentation ... blending years of experience as first-line practitioners and managers with years of management consulting practice as well.

- **This workshop is the HOW part of the Demand Sensing workshop and targets senior analysts and managers who are responsible for influencing demand in the market and for its fulfillment.**
- Target functions are: marketing, sales strategy, trade marketing, supply chain, operations, demand planning, finance



- Focus is on understanding the data and best practices in data segmentation for better forecastability, advanced level Excel hands-on forecasting exercises, demand sensing, demand shaping and steering techniques that allow for the best demand-driven forecast used by the top of best-in-class corporations

TARGET GROUP: COOs, Directors, VPs, General Managers, Senior Managers, Managers of: Forecasting / Planning, New Product Forecasting, Supply Chain Management, Allocation and Planning, Strategic Planning, Demand Management Process, Brand Management, Promotions Planning, Finance, Production Planning, Merchandising, Product Life-Cycle, Trade Promotions, Retail Collaboration, Sales, Marketing, Market Research, Sales Analysis, Statistical Modelling



Discussion

5. DEMAND SENSING AND SHAPING WITH LINEAR REGRESSION – ADVANCED LEVEL



This workshop is designed to provide delegates with a solid understanding and conceptual basis for time series forecasting models. This will be demonstrated via hands-on Excel exercises to equip delegates with the knowledge required to make forecasts of business / market variables with greater accuracy than they may be experiencing now.

There are many software packages in the market which have a built in expert system that automatically selects the 'best' model (aka 'best fit') and then provides the resulting forecasts. However, with the expert system comes the danger of 'black box' forecasting. The model selected by software may or may not be the best one. To avoid black box model building, it is important for forecasters to understand what goes behind each model, as well as how and why a given model is chosen. On this account, we will discuss in detail what goes behind each model. We will use real data examples throughout the course to give the live experience from variety of industry sectors. Our goal is to discuss those topics, which have a real application in business and are easy to apply.

Making improvements in Demand Management is one of the most critical factors to be able to attain a lean Supply Chain, since a clear correlation exists between High Forecast Error and Missing Market Share, Lost Sales, Dissatisfied Customers, Obsolescence or Wasted Expenditures.

Industry leaders and decision makers need to re-examine the way businesses think about the future. Leadership in Demand Chain Management results in increased customer satisfaction, increased revenue, and increased profit levels on the bottom line. This sets your company apart from the competition.

This workshop also makes specific recommendations for those striving to move up the demand forecasting maturity curve by providing you with new tools that speed up the validation of your data used for forecasting, increasing effectiveness of use of the software you have invested in and significantly increasing productivity of your forecasting staff.

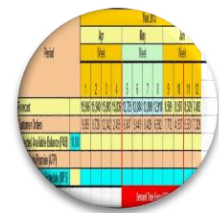
- Fully supported by excel hands-on exercises and pre-built what-if templates that can be easily adjusted to any business needs.
- An extension to the Data Mining and Statistical Forecasting workshop focusing on Full Understanding of advanced Regression Forecasting methods.

TARGET GROUP: Senior Analysts and Managers Responsible for Market Research, Demand Sensing and Shaping, Supply Chain and Inventory Analysts and those Who Provide 'What-If' and Scenario Based Tools to Senior Management.



Discussion

6. MASTER PRODUCTION SCHEDULE BEST PRACTICES – INTERMEDIATE TO ADVANCED LEVEL



The master production schedule, or more usually called these days the master schedule or simply MPS, is the means by which the company's approved Business Plans and objectives, often expressed by a sales and operations plan (output of S&OP process), are converted into factory and vendor schedules in order to manage customer demand in the best way to optimize customer service.



Master scheduling is essentially a manually controlled function, at least in the short to medium term. This manual control must extend just beyond the point where our ability to respond starts to become constrained, often this point is the cumulative lead time sometimes called the firm time fence.

Typical problems with MPS are missed delivery dates, "hot lists", mismatched stock, excessive work in progress, under-used resources one week and overtime soon after. There is also often a high level of instability that results in large numbers of action or exception messages from the planning system to the master schedulers and vendors.

The most important for manufacturing is to be responsive to customers and simultaneously achieve stability in the factory, making promises to customers and keeping them every time, managing and controlling change regardless of its source.

Real results typically come less from the complicated aspects of the system and more from:

- Doing the fundamentals extremely well
- Getting the users of the new tools to accept ownership and accountability for results.

Many companies implement new "advanced" systems to improve their planning capabilities only to realize that, after the switch, they are typically no better off. That is because they didn't address the fundamentals and the people issues first.

- This course is for people who are concerned with the operation or design of the master schedule and Integrated Business Planning process. This includes people from the functions of materials, engineering, finance, master scheduling, manufacturing, sales, marketing, and customer service. Team attendance early in the process is encouraged.
- Operations, Supply Chain, Materials Management, Logistics, Demand Planning and Sales Forecasting, Supply Chain and Market Analysts practitioners and management.

TARGET GROUP: Senior managers, directors, VPs of Supply Chain, Operations, Manufacturing, Sales, Marketing, Engineering, Finance, Sales and Operations Planning Leads.



Discussion

7. INVENTORY MANAGEMENT AND OPTIMIZATION - ADVANCED LEVEL

Senior management is often confronted with too much inventory but does not have means or proper understanding where to look within their extended supply chain. The costs associated with too much or not enough inventory have risen significantly in recent years, as the Customer Demands and their options in sourcing from alternative suppliers have increased rapidly as well.

How do you manage all these dynamic business conditions when shrinking margins are common? Balancing Supply and Capacity Planning with Customer Demands, together with Volume and Product Mix requires effective Supply Chain Planning that ties closely in the overall Business Strategy, Integrated Business Management processes and well executed Demand Planning.

This workshop provides a guide to best practices in inventory management and optimization that closely follow Best Practices in Sales and Operations Planning (S&OP) and Demand Management and Forecasting covered in Workshop 1 and Workshop 2 of Jaguar-APS Inc. Advanced Executive Education Series Program content.

Intensifying demand volatility and accelerating demand perishability, are the new norms of business reality, and will continue to pose extreme pressure on inventory performances.

TARGET GROUP: Senior Management, Directors, Managers and Analysts Responsible for Operations, Inventory, Management and Planners, Distribution Management and Planners, Forecasting / Planning, Supply





Chain Management, Allocation and Planning, Strategic Planning, Demand Management Process, Production Planning, Merchandising, Product Life-Cycle, Trade Promotions, Retail Collaboration, Sales, Marketing.



Discussion



8. PROJECT MANAGEMENT FOR SUPPLY CHAIN

Supply-Chain Management is a set of activities that procure materials and services to transform them into final products and deliver them to the customers. In a sense the Project Management does the same using different methods. This workshop will explain the best practices of Project Management Methods shown on real-life Supply Chain Project Case Study and demonstrate their application and benefits.



- Designed by professional with more than 10 years of experience in managing projects (not just theory)
- Layered with group activities and discussions to foster stronger understanding and retention of materials covered during workshops
- Contains practical information such as how to setup the project without making it fail right at the beginning, how to choose the right project manager, tips and tricks from the “battle field”
- The workshop will explain what a Project Board member should expect from Project Manager and vice versa
- Learn the tough questions that Project Manager should be able to answer if the project is managed well

TARGET GROUP: Senior managers, directors, VPs of Supply Chain Management, Operations Management, Strategic Planning, Demand Planning Management, Brand Management, Finance, Project Management Department, Project, S&OP Process, Retail Management, Marketing/Sales Strategy, Marketing, IT Management, Data Warehousing / Business Intelligence.



Discussion



9. RISK MANAGEMENT FOR SUPPLY CHAIN

Are you a part of larger supply chain? Do you buy finished products for further distribution or material for your production? Then there are activities within your company that you may be in full control of and external activities such as those of your suppliers that you depend on, however cannot directly influence. Those bring risks and potential damages to your business.



The best-in-class companies that implemented Risk Management experienced supplier quality improvement, improvement in lead-times, on-time delivery and reduction in supply crises.

- Designed by professional with 6 years of experience in managing B2B business and 10+ years of managing projects (not just theory)
- Layered with group activities and discussions to foster stronger understanding and retention of materials covered during workshops
- Contains practical information of evaluating and managing risks, tools and templates, tips and tricks from the “battle field”
- The workshop will explain where and how the risks may be found and how to manage them – per single risk and aggregated for top management

TARGET GROUP: Senior managers, directors, VPs of Supply Chain Management, Operations Management, Strategic Planning, Demand Planning Management, Brand Management, Finance, Project Management



Department, Project, S&OP Process, Retail Management, Marketing/Sales Strategy, Marketing, IT Management, Data Warehousing / Business Intelligence



Discussion

10. COST CUTTING FOR SUPPLY CHAIN & OPERATIONS IMPROVEMENT – ADVANCED LEVEL



Supply chains have become complex with many variables affecting the ultimate cost to serve customers. The companies have had to cope with rising manufacturing costs over the past few years, impact of offshoring and re-shoring, global recession and increasingly tougher competition. To avoid the constantly increasing logistics costs, companies need follow the Best-in-Class companies, which have been able to reduce costs or keep them flat through supply chain transformation. In the face of the steady increases of manufacturing and logistics costs, the old strategies for cost containment no longer have the same impact. Companies now widely realize that they must reengineer their supply chains to take out costs and maintain required customer service levels.

- This course is for people who are concerned with the operation or design of the cost cutting programs and Integrated Business Planning process. This includes people from the functions of materials, engineering, finance, demand planning, master scheduling, manufacturing, sales, marketing, and customer service. Team attendance early in the process is encouraged.

In this master class, we will present a detailed roadmap for those who need to manage complex supply chains and want to progress towards building competition-strong organizations. You will learn the latest and practical techniques including cost reduction models, tools and algorithm in supply chain planning and supporting warehouse and inventory, transportation, etc. This includes taking a project management approach to supply chain strategy development, building cross department and inter-company relationships, and reducing costs and generating revenues. This interactive seminar will include hands-on exercises and provide you with detailed variable supply chain cost reduction templates to apply in your organization.

- Delegates of this course will benefit from attending Project Management for Supply Chain and Risk Management for Supply Chain seminars described above. These seminars were developed with supply chain in mind and with full understanding of the complexities of building strong management processes that not only deliver the expected results but that also provide sustainable solutions for years to come.

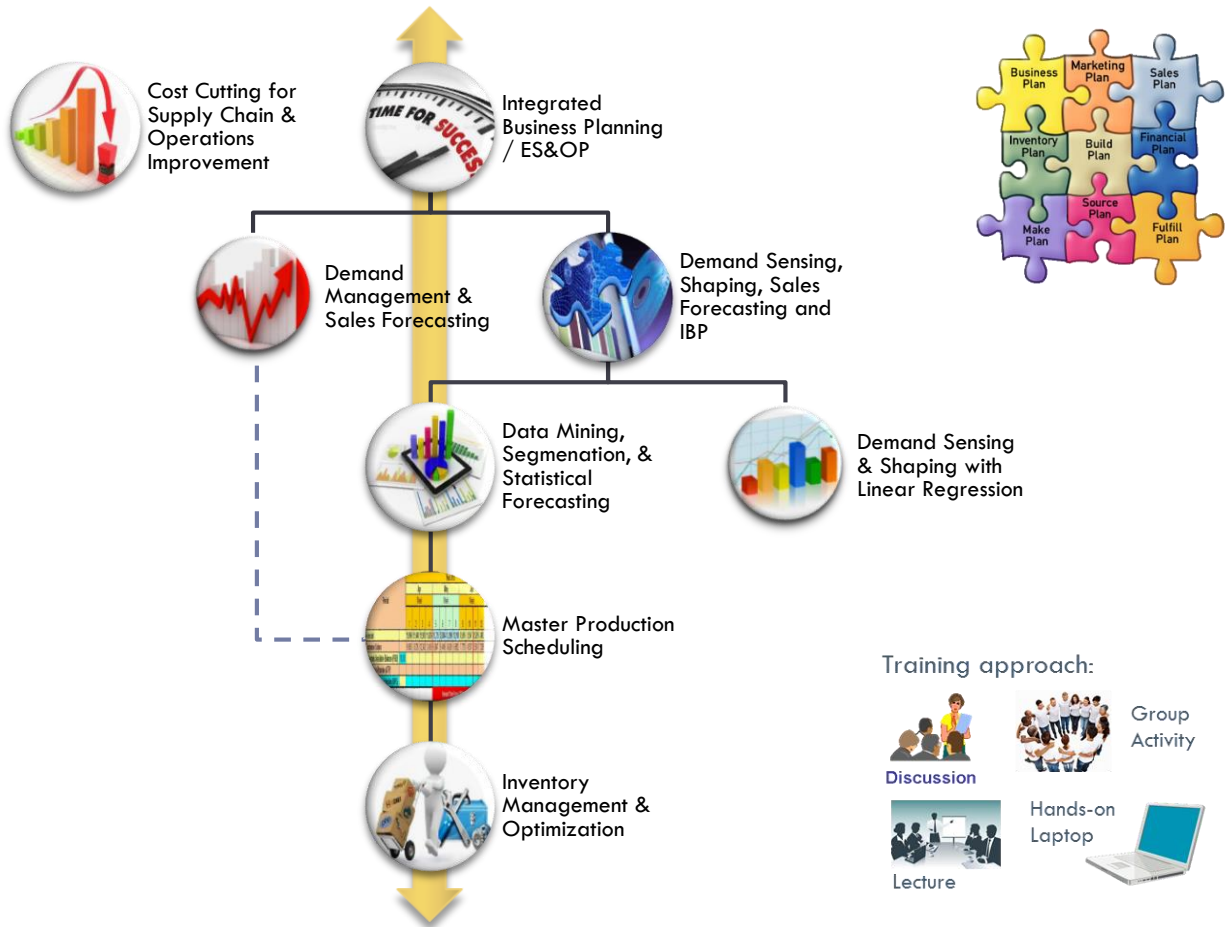
TARGET GROUP: CEOs, COOs, Directors, SVPs, VPs, EDs, General Managers, Senior Managers, Managers of: Forecasting / Planning, New Product Forecasting, Supply Chain Management, Allocation and Planning, Strategic Planning, Demand Management Process, Brand Management, Promotions Planning, Finance, Production Planning, Merchandising, Product Life-Cycle, Trade Promotions, Retail Collaboration, Sales, Marketing, Market Research, Sales Analysis, Statistical Modelling, and all others who either can influence what customers will buy or who are responsible for the product availability and customer service or strategic planning.



Discussion



JAGUAR-APS TRAINING FRAMEWORK:



SUPPORTING WORKSHOPS:



Project Management for Supply Chain



Risk Management for Supply Chain

NOTE: these courses tie into IBP / ES&OP process implementation and continuous improvement initiatives, in the implementation and / or upgrading forecasting and supply chain processes and planning tools including BI and data warehousing. The same applies to the master scheduling and inventory optimization improvement programs that are strongly related to the cost management and reduction in supply chain and