IBF RECERTIFICATION: 10 POINTS

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BUSINESS PLANNING FORECASTING & S&OP

C O N F E R E N C E

W/ 1-DAY FORECASTING & PLANNING TUTORIAL

15 – 17 NOVEMBER 2017   E U R O P E

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WEDNESDAY | 17 NOVEMBER 2017 | 09:00 – 16:00

FUNDAMENTALS OF DEMAND PLANNING & FORECASTING TUTORIAL

IBF will provide expert instruction on the Fundamentals of Demand Planning & Forecasting, based on IBF's body of knowledge used by 1000's of global companies. You'll hear about what works and what successful companies are doing today to improve business performance.

If you get the forecast right, you will be able to optimize inventory, improve customer service, foster more collaboration and energize your S&OP process, while increasing profitability and market-share. The hands-on and interactive nature of the program will foster discussion and idea sharing with participants to ensure knowledge shared is fully absorbed.

Also, with the limited supply of qualified demand planning & forecasting professionals in the marketplace, a global phenomenon, you have a chance to supercharge your career in this profession. The IBF has the salary benchmarking reports to prove it.

Key Learning's:
- How to measure forecasting performance, a key to continuous improvement
- Learn next level forecasting analytics used by best-in-class companies
- How to analyze and treat data before using your ERP System
- How to prepare baseline forecasts using Time Series methods, the most widely used method for forecasting
- How to use Regression/ Causal analytical methods to explain, forecast, and drive demand
- How to forecast and plan new products, where limited or no data may be available
- And much more

Plus, this workshop is an excellent step in preparing and becoming a Certified Professional Forecaster (CPF)! Exams will be offered on October 28, 2017.

MORNING | 9:00 AM–12:10 PM

ROLE OF FORECASTING IN THE ORGANIZATION
- Benefits and its impact on supply chain, management decisions, financial plans
- Responsibilities/Accountability
- Consensus development and management support
- Relationship to other decision and planning processes
- Cross-function participation and involvement

S&OP & FORECASTING PROCESS
- Process design and interfaces
- Cross-functional involvement and consensus building
- Forecaster competencies & skills
- Forecast user Information needs
- Risk and error tolerances

FORECAST ERROR MEASUREMENT
- Importance of error measurement and analysis
- Sources and remediation of error
- Interpretation and application of error metrics
- Mean Absolute % Error (MAPE)
- Weighted Mean Absolute % Error (WMAPE)
- Error analysis and cost of error

DATA MANAGEMENT AND DATA CLEANING
- Data identification and definition
- Structure of time series data
- Data collection and analysis
- Identifying and adjusting for anomalies

12:15 PM–1:15 PM | LUNCH

AFTERNOON | 1:20 PM–4:30 PM

How to Forecast with Times Series Models – The most widely used method of forecasting
- Importance of pattern identification
- Time series model development
- When to use time series models
- Advantages and disadvantages of time series
- Event adjustments and when to use
- Underlying assumptions
- Widely used time series methods – averages, naïve model, exponential smoothing, decomposition, trend, seasonal, and other time series methods

How to forecast with Regression Analytics – Forecasting and evaluating causes of variation in demand
- When to use Regression
- Advantages and disadvantages
- How to build a regression model for demand
- Application in estimating effects of promotions, pricing, advertising, and other program actions
- Using regression methods in conjunction with time series forecasting

New Product Forecasting – Forecasting over Longer Time Periods with Greater Unknowns
- Challenges of New Product Forecasting
- Opportunity identification and evaluation
- Product lifecycle structure and estimation
- Qualitative forecasting methods
- Diffusion models
- Quantitative forecasting methods
- Expected error and accuracy

MS-EXCEL will be Used for Demonstration Exercises. Bring Along Your Laptop (Optional)

Jeff Baker, CPIM, CSCP, CPF
Senior Education and Business Advisor
Institute of Business Forecasting & Planning

Institute of Business Forecasting & Planning

GENERAL SESSIONS

KEYNOTE PRESENTAITON

Olivier Gléron
AVP Demand & Supply Planning
Nestlé HQ

1 Leading in the Next Decade: How Forecasting and Demand Planning Will Evolve in the Future

Being a leader means anticipating the changing landscape of the industry and being prepared to mobilize people, process and technology to capitalize on those changes. With that in mind, are you leading now? Is your company a truly demand driven organization and are the right people driving the bus? We live in exciting times and have an amazing opportunity to be part of, and impact, change in the years to come. The one true constant is change and we are about to see a radical transformation in business and demand planning in the next decade - are you ready? In this presentation, we will discuss many of the evolutions already taking place in forecasting and demand planning, as well as further developments that the discipline must bring about to ensure it continues to deliver value. I will look at the key factors of people, process, and technology and how they may look in ten years so we as planners remain not only relevant, but the true drivers of growth and operational efficiency.

You will learn:
- Emerging core competencies and how the Demand Planner will evolve
- The current and future state of S&OP/IBP and how to prepare
- Technological changes happening now, and what the next decade may look like

Eric Wilson, CPF
Director of Demand Planning
Escalade Sports

2 Stryker's Journey: Data Analysis Profiling for Achieving High Quality Demand Forecasts

Data is taken from a variety of sources, an d inevitably some data is higher quality than others. Any statistical forecast using poor quality data without fully analysing it will inevitably create a picture of future demand based on false assumptions. The question is, how do you know which data is reliable and trustworthy, and which is not? I will reveal how Data Analysis Profiling overcomes this challenge by identifying data that requires greater insight, and how we at Stryker employ this valuable method to create highly robust forecasts. In this hands-on session, I will introduce the methodology used to identify and analyse the highly forecastable combinations in relation to volatility, intermittency, and order gap variability for SKU's. Using Oracle Demantra, we generate high quality statistical forecasts for our Med-Tech product portfolio that provide a level of insight previously unavailable to the business. I will explain the override classification process we use at Stryker, which enables our demand planners to identify the non-forecastable combinations where business intelligence is needed, as well as the SKU's whose demand overrides are negatively impacting forecast accuracy. With a solid grounding in the concepts behind Data Analysis Profiling and the tools required to implement it, you will be able to make significant improvements in your own statistical forecasts.

You will learn:
- How the forecasting function is professionalized at Stryker and the forecasting tools used
- Data analysis criteria and quantitative methodology for identifying forecastable combinations
- Product override classifications and portfolio management

Corina Salagean
Forecast Modeling/ Data Science
Stryker

3 Increasing Topline Revenue With S&OP: Integrating S&OP into Your business

An S&OP process is crucial to any company because it allows us to take important business decisions armed with an awareness of the opportunities and obstacles facing us. The opportunities for companies include significant cost saving initiatives such as overcoming cash-flow challenges through balancing demand and supply, successful new product developments, inventory optimization, and reduction in risk of slow moving/ obsolete inventory. I will start this interactive session from the ground up, starting with how the demand reviews are the key driver to better planning. I will reveal the importance of positively challenging the marketing team with baseline forecasting, and fostering collaboration to better understand the impact of promotions and other initiatives. I will also discuss how these come together in a way that allows us to reach a forecast consensus that maximizes knowledge and insight held by different stakeholders. Moreover, I will stress the importance of creating a financial forecast and obtaining sign-off in the S&OP meeting, with top management giving a long-term overview, complete with historical results that justify S&OP integration as the best solution.

You will learn:
- How to balance demand and supply through efficient supply ordering models
- The different challenges involved in the S&OP process at each step and solutions to overcome them
- How supply chain can integrate cross-functional teams for better revenue and operational performance

Mustafa Siddiqui
Demand & Supply Planning Manager (Supply Chain)
Castrol

4 Tearing Up the Rulebook: How Millennials Are Changing Concepts of Forecasting

In the past, software was not powerful enough to provide a reliable forecast, but now we have tools and resources that provide insight like never before. The question is, are you getting the most out of them? We know that the present and future is changeable, so why then are we still using the same forecasting structures and assumptions? Why don't we leverage technology to model different scenarios and build adaptive forecasts? In this session, I will stress the importance of avoiding complacency when it comes to our forecasting capabilities, and how we should never regard our strategy as the "right" strategy. If you're achieving forecast accuracy now, then you temporarily have a good strategy that must evolve with changing market conditions. In this session, I will invite you to start thinking about how we can plan for all eventualities and base our analysis and conclusions on Forecast Accuracy Simulation, specifically in terms of what-if scenarios, hierarchy, and product segmentation. What's more, I will discuss how we at TEVA set up a separate business unit for Disruptive Innovation to develop the resources and processes needed to deliver improvements in forecast

> "It was a fantastic opportunity to learn how other companies are addressing the challenges of demand planning and S&OP implementations at different stages of the process. It was a great way to benchmark with other organizations, compare their approaches and relate it back to our processes. It inspires change and eventually to look at things from a fresh perspective."
>
> **U. Wojdanowska** | *Senior Demand Planning Manager EMEA* | *CELGENE CORP*

accuracy and greater operational efficiency.

You will learn:

- The importance of leveraging software to build adaptive forecasts and develop a continually evolving approach
- How to start adding real value to your forecast through demand driven models
- How to organize for innovation and embrace different perspectives on forecasting

Felipe Sotelo Ahumada
Manager, Global Supply Chain
TEVA Pharmaceuticals

5 Big Risk, Big Reward: Implementing Demand Driven S&OP in Developing Countries

The world continues to face volatility across many areas: geo-political unrest, currency fluctuations, economic challenges, and ever-increasing micro-variables that affect individual SKUs. This instability makes forecasting ever more difficult, and these factors are never more pronounced than in developing countries. Traditional S&OP processes are insufficient to accurately predict the cycle of any given product in such volatile markets. It is up to us, as demand planners and forecasters, to implement innovative methods into our S&OP processes to mitigate the risks and maximize the opportunities inherent in developing economies. This hands-on presentation provides a background of the volatility your business faces, some key tools to improve predictability, and the challenges on the horizon that we all must overcome. With practical insights into statistical baselines, range forecasts and optimal behavior sets, I will leave you with a roadmap of how to improve your forecasts in the most challenging of environments. If you manage forecasting for SKUs in developing markets, this session is not one to miss.

You will learn:

- Common challenges of volatile markets and how to use sell-out data to overcome unpredictability
- The role of the statistical baseline forecast in unstable environments
- Using range forecasts to manage senior stakeholders and the importance of the right behaviour set across process owners

Djurre de Jong
Global S&OP Manager
Diageo

6 The Paradigm Shift in Supply Chain: How Probabilistic Forecasting Will Revolutionize Your Business

Correctly allocating resources to hold sufficient stock is a perennial challenge. Traditional single-valued forecasts that focus on mean or median models do not account for extreme events that threaten stock-outs in case of unexpected bumps on demand, or dead inventory in case of unexpected decreases. Probabilistic forecasting solves this problem. But what is it, and how does it work? In short, it takes an estimated probability of future demand which considers the potential for extreme events, and thus protecting a supply chain in even the most adverse of circumstances. In this hands-on-on session, I will aim to give you practical tips on how to implement probabilistic forecasting in your own organization. I will share a real-world case study on Spairliners, a leading aircraft support firm set up by Air France and Lufthansa in 2005. With an extensive and complex supply chain exposed to significant unexpected factors, I will reveal how we needed a better approach to forecasting and how we found it in Probabilistic Forecasting, allowing this aerospace firm to dramatically improve operational and overall business performance. Probabilistic forecasts represent a paradigm shift for supply chain, and I will leave you with a clear idea of its value to your firm, and how you can make the transition.

You will learn:

- What probabilistic forecasting is and why it's a long-awaited answer to supply chain challenges
- How to transition a supply chain from classic to probabilistic with practical steps
- How to use probabilistic forecasting as strategic tool within supply chain

Antony Nardozza
Material Planning Manager
Spairliners

Joannès Vermorel
Founder
Lokad

7 Achieving Business Agility and Resilience through IBP (Integrated Business Planning)

The practice of IBP ensures that business outcomes are optimized through active collaboration across all functions. If orchestrated in the right way, IBP also prepares businesses to deal with the ever-increasing uncertainty and disruption in today's business environment. We live today in a VUCA world (Volatility, Uncertainty, Complexity and Ambiguity), with businesses facing more risks than ever before. This demands an unprecedented level of process and organizational agility as traditional monthly planning cycles prove themselves to be ineffective, or entirely redundant. In this hands-on session, we will look at how to better understand this phenomenon and examine some approaches that can help us face these challenges. We will look closely at how Integrated Business planning mitigates these risks and positions the company for agility and resilience through greater insight into the obstacles and opportunities facing the market

and individual SKUs. Focusing on real-time planning, I will leave you with a solid understanding of how we at ARLANXEO use demand planning to react quickly and effectively in the current business environment, and how you can too.

You will learn:

- A better understanding of IBP and how it can ensure business agility and resilience
- How we can move from traditional planning models to real-time business planning
- How to prepare better and ensure rapid responses to unplanned supply or demand events

Yasser Bin Sabir
Head of Integrated Business Planning (IBP)
ARLANXEO

8 With a focus on lessons learnt from this French-Italian multinational leader in semiconductors

The idea of creating a clear picture of the future from the present can be considered unrealistic. So, is creating a long-term forecast of any use? The longer the time horizon for forecasts, the more unreliable the conclusions, and the more difficult it is to make effective changes. How then, do we avoid the all too common dilemma of "too far to take a decision"? Dealing with mid to long-term forecasts (2-5 year horizon) is a great challenge, especially for companies addicted to the short-term "end of quarter" billing race. It is, however, crucial to establish longer term plans to navigate the larger, often seismic changes, affecting the company, industry and wider economy. Understanding the wider trends allows companies to prepare for challenges, and position its resources effectively to capitalize on coming opportunities. At STMicroelectronics, we deal with this by focusing on two closely related areas: risk/opportunity, and what if scenarios. With a focus on lessons learnt from this French-Italian multinational leader in semiconductors, I will reveal how to make sense of vast amounts of data to identify trends, whilst establishing the processes to create robust forecasts that combine a forward look with real, practical and actionable recommendations.

You will learn:

- How to avoid the usual long-term trap of "too far to take a decision", yet still taking decisions too late
- How to make mid and long-term plans that drive the strategic decisions of your company
- How to deal with huge amounts of data and extracting the right information through simple correlations

Massimo Magliocco
Corporate Operations Planning Manager
STMicroelectronics

9 Driving CEO Engagement

While a majority of companies have some type of Sales and Operations Planning in place, only 25% rated themselves "Very Good" or "Excellent", according to a recent survey. If we look at Maturity Models, very few rate themselves at the top level. This is surprising, as the benefits of a good S&OP process - the "Holy Grail" of Higher Customer Service, Low Working Capital, and Operations Efficiency – has been known for decades. The burning question is, "Why are most companies not reaping the benefits of S&OP / IBP?" There are a lot of thoughts on what pre-requisites there are to a successful S&OP process, but first and foremost on most lists is executive management support. In fact, upper management support is key to many of the other pre-requisites, like cross-functional collaboration and aligned KPIs. We must understand how to drive CEO engagement and join this session to learn how.

You will learn:

- Why we are all "Stuck in Stage 2" of most maturity models. We will leverage a real time smartphone-based survey to benchmark where session participants rank
- The top reasons why executive management fails to engage in the S&OP / IBP process
- How to connect strategy to operations though the annual operating plan and aligned KPIs
- S&OP impacts on cash flows, and what strategic decisions executives can make

Jeff Baker, CPIM, CSCP, CPF
Senior Education and Business Advisor
Institute of Business Forecasting & Planning

Institute of Business Forecasting & Planning

10 Uniting People, Technology, and Processes at Janssen Pharma: How to Achieve Global Centralisation of Statistical Forecasting

Janssen is a worldwide group of pharmaceutical companies working across five continents. With forecasting activities in over 100 countries, developing and retaining a high level of local market information is a challenge – and yet it is a crucial requirement. In this talk, you will learn how Janssen Supply Chain moved from local to central management of the statistical forecasting process. We will share how our team leveraged the advanced know-how of a central Demand Management Centre of Excellence to provide support on demand segmentation, history correction, and outlier identification for optimal baseline forecasting. Communication with the local demand planners was supported by new technology, an external forecasting tool which proved to be an invaluable asset in the centralisation process.

Furthermore, We will reveal the importance of the setup of the organisation in achieving truly global collaboration, through identifying roles and responsibilities, fostering engagement, and encouraging a positive culture receptive to change.

You will learn:

- How a holistic approach enabled our central statistical demand planning team to work closely with the local teams to improve the statistical baseline forecasting
- The tools used to drive greater unification across different forecasting teams
- How we project managed the centralisation process with tips for division of responsibilities and achieving engagement

Andrea Franco
Senior Demand Analyst
Janssen Pharmaceutical

Dr. Sven F. Crone
Assistant Professor
Lancaster University

11 The Global S&OP Integration Challenge: Leveraging Regional S&OP for Optimal Global Network Design

In a global business with suppliers, plants and customers in different regions around the globe, there is always room for improvements in efficiency. This is especially true if regions work in silos with their own S&OP processes, disconnected from each other and optimizing only their own network and business. This scenario is one all supply chain-focused organizations must strive to avoid, but is also one, that if tackled properly, presents a huge opportunity to improve both the top line and bottom line. Any global S&OP efficiency drive or overhaul is an immense task. It requires a top-down view that focuses on collaboration and seamless integration of people and processes, bound together by company-wide buy-in with executive support. In this presentation, I will show you how such an initiative is possible, and how a global business can optimize its network using regional S&OP information. Furthermore, you will see a practical example from Cargill where a global optimum is reached, reshuffling the way in which we source customers. If you are responsible for optimizing global networks or tasked with integrating regional organizations, this session is not one to miss.

You will learn:

- The importance of having a mature S&OP process that allows for truly global analysis
- Practical examples of successful network optimization in a global business
- How to integrate a global view of your regional S&OP with a clear plan for implementation

Matias Jory
Global Planning
Cargill Belgium

12 How You Can Make Your S&OP Progress Faster By Running the Meetings Differently

Have you ever wondered what is stopping your company from reaching the next phase of S&OP process maturity? The answer is likely to be shortcomings in leadership that prevent positive changes from being implemented. In this session, we will look at the senior leader's role in managing successful S&OP and explore the differences between S&OP vs. day-to-day management tasks, and discuss what exactly it takes to succeed as a leader of the wider process. We will look at the specific behaviours leaders need to cultivate and how they can do that in practice during S&OP meetings. I will reveal how significant improvements can be realized by running meetings differently, explaining future decision-making criteria, asking the right questions and responding appropriately to different behaviours. We will also discuss how to convince your senior leaders, including your direct boss and executive team, to change the way they run meetings to drive efficiency in the S&OP process.

You will learn:
- How the role of executive leaders in S&OP meetings changes as S&OP matures
- How executives can best support S&OP teams in achieving their goals by asking the right questions
- How to reward the right behaviors and inspire desired behaviours through example

Timur Gostik
Global S&OP Director
Avon

13 Serious About Growth? Adapting S&OP to Develop & Deliver Your Growth Strategy

The chatter about increasing volatility and uncertainty that accompanies this rapidly changing business environment is relentless. Globalisation, geo-political conflict, volatile exchange rates, a slowdown in China, and digital disruption are just a few of the factors that paint an uncertain picture of the future. And this is before we get to the specific dynamics of your industry, categories, markets, channels, and internal pressures for change, growth and performance. Unsurprisingly, there is frantic activity, multiple 'initiatives', and constant transformations in an attempt to adapt and survive. Global ERP, global S&OP, moving from S&OP to IBP portfolio shifts, route-to-market and omni-channel development, innovation, advanced planning, analytics and AI, are all being implemented. However, few companies are developing coherent strategies to take advantage of this changing and accelerating world. This is what I will address in this practical master-class. This hands-on session is structured around a 7 question framework, designed to start a discussion for you to take back to your organisation. We'll

discuss how these challenges are unlike any others seen before, and break down what exactly your company needs to prepare for, and how. I will share insights, provoke ideas, and provide models for you to assess your own processes. My goal is to help you develop and adapt your decision-making processes in-line with your growth strategy, creating a plan that features S&OP at its core.

You will learn:

- How and why the' changes affecting all companies are different from what we are used to, and how your organisation can harness these for strategic advantage
- How to translate your company's strategic choices and routes to growth into implications for your planning and decision-making capabilities
- How seven fundamental questions and some underpinning models can be used to assess and develop your capabilities to deliver growth

Chris Turner
Co-Founder
StrataBridge

14 Empower Your Operations to Meet Forecasts: How Demand Driven MRP Can Improve Forecast Accuracy Through Better Execution

Forecasting is often blamed when sales fail to meet the forecast. Of course, forecasts are never 100% accurate, but sometimes we must address the inability of operations to live up to expectations outlined in the demand plan. This is where Demand Driven Materials Requirements Planning can add serious value. In this hands-on session, I will explain how this can protects your material flow by placing decoupling inventory on strategic positions, complete with adjustment mechanisms that respond dynamically to changes in demand or supply. These strategically placed buffers create a decoupled lead time, lowering the dependence across all levels in the Bill Of Materials. I'll show you how you can size your own buffers using average daily demand, decoupled lead time and demand/supply variation as your inputs. This way, control is focused on relative rather than absolute priorities as used in traditional MRP. Because the flow of operations becomes more reliable, the forecast error decreases, and because of the shorter decoupled lead times, the forecast horizon can be shorter as well. Demand driven MRP represents a very different look at forecasting end items, improving on traditional end item forecasting that focuses on exact figures. I will aim to leave you with a clear idea of how it can be leveraged to align product

flow with your company's needs, shorten your forecast, lower the cost of your inventory and make your material planners much more effective.

You will learn:

- How Demand Driven MRP allows for greater execution of the demand plan and better meet the forecast
- How to implement it to better control inventory levels, cut forecasting error, implement dynamic adjustments and decouple lead times
- How to use MRP to automatically produce new order receipts when projected available balance drops below the safety stock level

Derk Kuiper
Manager
Visie Partners

15 King of Beers, King of Data: How HEINEKEN Crunches Big Data Into Actionable Insights & Better Forecasting

Large amounts of customer data are shared with HEINEKEN on a daily basis but, until recently, this data was not used to its full potential. We knew that if we wanted to seriously leverage data as a tool for growth and efficiency, we had to make big changes. We implemented new processes, a new culture and a brand-new mindset that helped us to improve our forecasting. These changes led to a drastic improvement in customer relationships and resolved several problems across the supply chain. In this hands-on session, I will reveal how we were able to crunch Big Data like stock levels of customer DCs and stores, sell-out data in regular vs. promo periods, new product stock build up and sell-out data to create actionable insights. Armed with this superior knowledge and a clearer picture of demand, we turned a reactive way of working into a forward-looking approach that drives value for both HEINEKEN and the customer. Come to this session to see how your own organisation can establish requirements for leveraging Big Data and develop a clear plan to implement them.

You will learn:

- How HEINEKEN uses Big Data to improve customer collaboration relationships
- How to start collaborating on a small-scale and ramp-up to reach full potential
- How to use data insights to solve End-to-End Supply Chain pain points & improve Forecasting

Kalle Rasmussens
Global Demand Planning Capability Leader
Heineken

16 The Tipping Point: Leading Change Management in Forecasting & Planning

Deploying and sustaining a strong enterprise-wide S&OP/IBP process is a challenging exercise for any business. Such processes must be truly cross-functional and bring together people, processes and systems if they are to succeed. Cultural and behavioural change are also required across all functions, and at all levels, to secure the engagement needed to ensure changes are sustainable over the long-term. This willingness to enact positive change, along with a clear plan for change management, is crucial for implementing Artificial Intelligence, Analytics and the Internet of Things (IoT) – all the elements that will drive significant forecast accuracy and better planning. All businesses must strive to integrate these innovations, and these tools demand a strong focus on cross-functional engagement if they are to be leveraged properly. This session explores a proven framework for leading cross-functional change, supplementing established change frameworks with a clear and practical approach. This includes elements based on Malcom Gladwell's 'Tipping Point' thinking which can be used both in S&OP/IBP deployments and in supply chain digitalisation initiatives. With a solid grounding in the concepts behind change management along with practical takeaways, you will be able to start planning transformative improvements in your own organization.

You will learn:
- Why S&OP/IBP and supply chain digitalisation initiatives programmes demand excellent change management
- The key concepts of the 'Tipping Point' change approach
- A practical approach to change management which can be applied in your own transformation programme

Neil James
Associate Partner
Camelot Management Consultants

17 Capacity Control Vs Demand Management in a Make to Stock (MTS) Model - Turning Nightmares into Opportunities

The session will begin with a recap of the Make to Stock (MTS) business model and its characteristics.

Nightmare scenario: production plans have changed last minute, throwing your forecasts into chaos. What do you do? This is just one question I will answer in this session, using my personal experience gained over the last 10 years. Not only that, I will discuss how to manage scenarios involving multiple product groups, SKUs and production facilities (both owned and outsourced/contracted) and how to organize data into robust forecasts. What's more, I shall explain the best practices

to conduct effective S&OP meetings. I will also share how S&OP meetings could be leveraged to gain the data, inputs and outputs, and buy-in required for accurate demand forecasts.

You will learn:
- How to create robust forecasts to mitigate major challenges in poor production planning
- The role of NPI and integration into the current period production plan
- Production vs Distribution in the final time bucket during the plan month

Sunil Bharadwaj
Former Lean Deployment Manager
Abunayyan Holding

18 Simple and Affordable S&OP/ SIOP: Develop an In-House Demand-Driven Capacity Management Tool in Excel

Current tools in some ERP systems are so complex to acquire, maintain, run, and understand that they need significant investment in training, time, and capital. In a fast-moving environment, business analysis must be completed quickly and accurately to be ahead of demand, making demand planning a major headache for firms with stage 1 S&OP/ SIOP processes, no matter how advanced their software may be. It is critical for any company to manufacture products at the lowest cost possible, and ensure inventories are replenished and sent to distribution centers with enough lead time to avoid expediting costs. But for companies that are trying to grow in S&OP maturity, how is this possible? The answer lies in establishing a plan for maximizing the resources and tools available to create an affordable process that is reliable and sustainable. In this session, we will develop a tool in Excel that can be used as part of the S&OP process. This hands-on session is designed to give attendees practical, working knowledge that can be implemented quickly and easily, in any organisation. I will explain how to create a Capacity Management model, complete with the methodology that underpins this approach. It will create multiple scenarios to cater for different levels of demand, allowing for flexible and effective business planning. I will discuss how we successfully leverage this approach at Diamond Foods to stay ahead of demand, in an industry that is particularly vulnerable to significant volatility and multiple variables.

You will learn:
- The methodology to develop a Capacity Management model
- How to run the model for multiples scenarios
- How to have effective S&OP/ SIOP meetings by using the output of different supply scenarios before locking the plan

Xavier Orozco-Aviles
Director of SIOP and Procurement
Diamond Foods

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- Master demand planning, forecasting and S&OP

FOR EMPLOYERS:
- Save time and resources as IBF certified individuals are pre-qualified, allowing you to quickly identify the right person for a forecasting/demand planning job
- Gain assurance that an IBF Certified individual has the background to help improve forecasting performance and hit the ground running
- Increase the value of your forecasting and demand planning staff, department, and company
- Save time and resources in training — CPF or ACPF professionals already have a verified body of knowledge

GET CERTIFIED AFTER THE CONFERENCE! Please visit www.ibf.org for additional exam dates and locations.

Exam Date: 18 November 2017
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Keynote Presenter | Olivier Gléron, *AVP Demand & Supply Planning* **| Nestlé HQ**

After graduating in Mechanical Engineering and taking a Masters in Business, Olivier started his career at Nestlé in France as an internal auditor. He worked his way up to audit team leader before moving into Supply Chain, where he worked on a project integrating the Nestlé European Pet Food Division. His Supply Chain journey would soon take him to the U.K., where he was put in charge of planning for dry factories in Europe. After 5 years in this product category, including the integration of an acquired Pet Food company in 1998, Oliver transferred to Nestlé HQ in Switzerland. Working with the Corporate Supply Chain team, he managed supply between international markets. In 2003 he assumed the role of Supply Chain Director for the local Nestlé entity. Here he built the Procurement, Demand & Supply Planning, Customer Service and Physical Logistics infrastructures to support Nestlé's expansion into the Romanian market. In 2008 he was transferred to the Baltics region as Nestlé Supply Chain Director, where he implemented a range of structural initiatives, delivering improvements across several key indicators. Olivier took over as AVP of Demand & Supply Planning at Nestlé HQ in 2013.

Jeff Baker, CPF, *Senior Education and Business Advisor* **| Institute of Business Forecasting & Planning (IBF)**

Jeff has an extensive background in Demand Management, Sales & Operations Planning, Advanced Planning and Scheduling, and Lean Six Sigma process improvement. His past roles led him to work internationally for Fortune 500 companies in the consumer packaged goods, agricultural sciences, and chemical process industries. Throughout his consulting career, Jeff has assisted a myriad of clients to improve their supply chain processes, from strategy through implementation. Prior, Jeff worked in the chemical process industry, and after completing his MBA, was three years with Coopers & Lybrand as a Senior Manager in their supply chain optimization practice. Jeff has a BS in Chemical Engineering from the University of Illinois, and an MBA from the University of Michigan-Flint. In Spring 2018, he will be enrolled in MIT's Master's in Supply Chain program in Boston. Jeff is an IBF Certified Professional Forecaster (CPF) and teaches regularly at IBF, preparing professionals for IBF Certification and careers in Demand Management.

Sunil Bharadwaj, *Former Lean Deployment Manager* **| Abunayyan Holding**

Sunil is a Supply Chain and continuous improvement professional with 15 years of experience across the entire value stream. He has worked in the Building Materials, Engineering & Construction, Water & Power, and FMCG sectors. Until recently, Sunil was employed as the Lean Deployment Manager with Abunayyan Holding, a diversified group based in Riyadh, Saudi Arabia that delivers large-scale water and energy projects across the Middle East and Africa. Sunil holds a PGDM in Operations Management from S. P Jain Institute of Management & Research, Mumbai and a B-Tech in Mechanical Engineering from NIT Jamshedpur in India. Sunil is a Certified Supply Chain Professional and regularly visits his alma mater where he gives lectures on Supply Chain.

Dr. Sven F. Crone, *Assistant Professor* **| Lancaster University**

Dr. Sven F. Crone is an expert in forecasting, with over 15 years of expertise in both its theory and practice. As an Assistant Professor and the director of the Lancaster Centre for Forecasting - with 15 members the largest think tank dedicated to business forecasting - he has over 40 scientific publications with international awards for developing novel forecasting algorithms, trained over 500 demand planners, and consulted with industry leaders on improving forecasting methods, systems and processes. Sven is a regular speaker at IBF conferences, sharing insights from hands-on consultancy projects on SAP APO DP and the latest research in forecasting for FMCG/CPG, Call Centres and Energy Markets.

Djurre de Jong, *Global S&OP Manager* **| Diageo**

Djurre started his career at Inter IKEA System Delft, where he worked in customer service and logistics. He attributes his ability to deliver exceptional customer service to this early experience. Djurre moved from IKEA to Diageo in 2007, where he joined the Global Supply Chain team as Logistics Account Manager in the Amsterdam office. Djurre then transitioned into demand planning, and took a role as Demand Planning Manager in Miami. Here he implemented S&OP and SAP APO in the Americas region, securing high performance across several key KPIs. 4 years later Djurre moved to Glasgow to lead a team responsible for the export of finished goods from Scotland. Currently Djurre is back in Amsterdam as Global S&OP Manager, responsible for global standards and continuous improvement across the business. Djurre has worked across several different areas within Diageo in a variety of different roles, and strongly believes that broad cross-functional expertise leads to better performance.

Andrea Franco, *Senior Demand Analyst* **| Janssen Pharmaceutical**

After working as a scientific assistant at Karlsruhe Institute of Technology, Germany, Andrea joined Hugo Boss in Switzerland as an intern. Here he was responsible for developing a statistical demand forecast process for Continuous Products in the Bodywear and Hosiery departments. Andrea then joined Janssen as Global Demand Analyst at the company's Demand Management Center of Excellence in Zug, Switzerland. This role saw him lead the optimisation and improvement of the statistical demand forecast, collaborating with all the Janssen affiliates around the world. In 2015, he became Senior Demand Planner. In this position, he focuses on the optimisation of the statistical demand forecast, leading the centralisation process by working closely with all teams across different regions. Andrea Franco holds Bachelors and Masters degrees in Mathematical Engineering from Politecnico di Milano, Italy.

Timur Gostik, *Global S&OP Director* **| Avon**

Timur is experienced Operations Director with broad cross-functional expertise in Demand & Supply Planning, S&OP, Inventory, Marketing and Portfolio Planning. He has broad international experience, working and living in Poland, Germany & Russia, UK, Brazil. In his current role, Timur is responsible for leading Global S&OP process improvement. Prior to that, as a Demand Planning Director, EMEA, he drove Demand Planning capability improvement across 33 EMEA markets, focusing on the implementation of new forecasting metrics and tools, people and process development. Timur earned a Master's in Engineering at Moscow State Technical University and a MBA at Moscow International University. He is certified in Production and Inventory Management and Professional Coaching.

Neil James, *Associate Partner* | **Camelot Management Consultants**

Neil has 20 years' experience in the pharmaceutical industry, with an extensive track record across a range of commercial roles. He has wide leadership experience both in operational roles as a General Manager and in strategic transformation initiatives. In addition to experience of strategy development, he has successfully led numerous cross-functional implementation and change projects at local, regional and global levels to drive growth and profitability. From 2013-2016, Neil served as VP, Core Commercial Cycle, for GlaxoSmithKline. He was responsible for the successful global deployment of S&OP across its £28 billion business, working extensively on building cross-functional collaboration and partnerships across Commercial, Finance and Supply Chain functions. He is currently working with Camelot Management Consultants Inc., providing support to organisations on S&OP/IBP deployment and development.

Matias Jory, *Global Planning* | **Cargill Belgium**

Matias is a civil engineer with more than 9 years of experience in different roles within Supply Chain Management including Demand Planning, Inventory Management, Procurement, Demand & Supply Balance, and S&OP Leadership. He worked for 7 years at the biggest airline group in Latin America, LAN Airlines, helping to start operations in Colombia and Ecuador, as well as introducing new fleet models. After this, he moved to Paris to study an MBA at HEC Paris, and now he works at the international food conglomerate Cargill as a Global Master Planner. Based in Belgium, Matias is responsible for integrating regional S&OP processes to achieve a top-down, global overview of the business. Using optimisation models, he is redesigning the current supply network to drive efficiency across the Supply Chain. A native of Chile, Matias holds a degree in Civil Engineering and a post-graduate diploma in Logistics and Operations Management from the University of Chile in Santiago.

Derk Kuiper, *Manager* | **Visie Partners**

Derk is the owner of Visie Partners, which is a training company that focuses on new concepts that help organizations move towards operational excellence. He is also an instructor in Operations and Supply Chain Management, and teaches courses to train and develop other master instructors. Derk constantly works to identify new forms of training delivery and retention techniques to optimize individual and organizational learning. He couples this training background with industry knowledge of very diverse and internationally working companies; and, with his experience in financial control, he works to bridge the gap between Supply Chain and Operations Management perspectives with those of finance. Derk delivers training in the Netherlands for IBF's Certified Professional Forecaster (CPF) designation.

Massimo Magliocco, Corporate Operations Planning Manager | **STMicroelectronics**

Massimo has extensive experience in S&OP and business management in high-tech companies. He is currently head of medium and long-term forecast activity in the Central Planning Department of STMicroelectronics, based at the Geneva headquarters. He is responsible for analysing medium and long-term business demand, assessing risk and market opportunities to support the Manufacturing Strategy, and preparing analyses and scenarios to drive wider company strategy. He moved into this role from a position managing the advanced STM Optoelectronic lab in Castelletto, Italy. Massimo has a strong technical background in Semiconductors and helped set up the current STM mid and long-term planning process. Before starting work at STMicroelectronics, he held project management roles at Italtel and Siemens. Massimo holds a BA in Physics and a Masters in Material Science from Milan University.

Antony Nardozza, *Material Planning Manager* | **Spairliners**

Antony Nardozza joined Spairliners (Lufthansa / Air France JV) in 2011 endorsing now the Material Planning Manager function. He oversees the investment and divestment of a 200 million USD inventory. Prior to this, Antony has taken during six years several positions within the Supply Chain at Airbus. He has an education background in Supply Chain and his degrees include a Master in Industrial Logistics. Antony has pioneered an aerospace supply chain powered by probabilistic forecasts. He has made possible to turn each USD spent into the most efficient investment towards customer satisfaction.

Xavier Orozco-Aviles, *Director of SIOP and Procurement* | **Diamond Foods**

Xavier is an 18-year veteran of Supply Chain Management with extensive experience in the consumer packaged goods, medical devices, consumer electronics, and steel industries. He is currently the Director of Sales, Inventory, Operations Planning and Procurement at Diamond Foods, the leader of the walnut packaging industry. His current responsibilities as head of the SIOP department include demand planning, fulfillment management, materials planning and production scheduling. Prior to joining Diamond Foods, he held executive and consultant positions, leading 8 full SOP implementations using tools such as SAP/APO, Oracle/Demantra and Logility in companies including Kimberly-Clark, Abbott Laboratories, Bacardi, VeriFone, and Gerdau. Xavier holds a CPIM certification, an MBA, and an MSc in Computer Integrated Manufacturing.

Kalle Rasmussens, *Global Demand Planning Capability Leader* | **Heineken**

Kalle is passionate about Demand Planning and Forecasting, and has presented at IBF conferences around the world. Past and current projects vary from trade promotion planning and statistical modelling to Sales & Operations Planning and Customer Collaboration. In his current role at HEINEKEN, Kalle is responsible for continuous improvement of the global Demand Planning Capability in local operating companies, as well as on a global/regional level across all functions. Kalle holds a BSc in Business Administration and a MSc in Supply Chain Management from the VU University Amsterdam.

Yasser Bin Sabir, *Head of Integrated Business Planning (IBP)* | **ARLANXEO**

Yasser Bin Sabir is currently the Head of Integrated Business Planning (IBP) at ARLANXEO. ARLANXEO was established in April 2016 as a joint venture of LANXESS, a world-leading specialty chemicals company based in Cologne, Germany, and Saudi Aramco, a major global energy and chemicals enterprise headquartered in Saudi Arabia. Yasser holds a Bachelor's degree in Chemical Engineering and an MBA in International Business. After spending the first 2 years of his career in the corporate management cadre of Reliance Industries, he was recruited by Bayer to lead its regional sales team for the Middle East and Africa. He went on to assume global responsibilities in Marketing, Product Management, Strategy and S&OP/IBP in Lanxess/Arlanxeo where he has led global implementation of S&OP in 3 different business units. He has a proven track record in achieving business transformation and implementing processes and structures that have become benchmarks for the company.

Corina Salagean, *Forecast Modeling/ Data Science* **| Stryker**

During her 9 year career in supply chain planning, Corina has worked in various roles in supply and demand planning, inventory management and, most recently, in forecast modelling. Currently she is a Forecast Modeler at Stryker in Amsterdam, one of the world's leading medical technology companies, where she uses Oracle Demantra software to create and maintain high quality statistical baseline forecasts. Corina's experience falls mainly in the IT industry, including a stint at Intel as supply and demand planner where she focused on analysing forecasts and allocations against supply to meet customer demand, as well as being the team's strategic liaison within the S&OP process. In 2010, she started working as service inventory planner at NetApp, a data storage company, where she managed the EMEA spare parts inventory and drove the expansion of a local distribution network. Corina holds a Bachelors Degree in International Business from the Academy of Economic Studies in Bucharest, Romania, and an MSc in Business Studies from the University of Amsterdam.

Mustafa Siddiqui, *Demand & Supply Planning Manager (Supply Chain)* **| Castrol**

Mustafa currently works at Castrol KSA as Head of Planning within the Supply Chain Department where he manages end-to-end demand and supply planning by leading the S&OP process. Mustafa has over 8 years' experience with global Middle Eastern companies in various industry sectors including manufacturing, medical, dairy and currently oil and gas. Mustafa's successes include delivering training sessions for Castrol's sales teams in 2015 to help build supply chain capability, which resulted in setting a new record for forecast accuracy across the Asia-Pacific region. He was also given the Star Award by British Petroleum at their annual conference in 2015. His experience in Supply Chain includes creating and successfully implementing regional forecasting for two different companies in Saudi Arabia (NADEC Foods, and Smith and Nephew) that delivered major KPI improvements, including cash flow. Mustafa holds a Bachelors Degree with double majors in Economics and Finance form the Institute of Business Management in Saudi Arabia.

Felipe Sotelo Ahumada, *Manager, Global Supply Chain* **| TEVA Pharmaceuticals**

Felipe Sotelo is the Forecasting Business Manager at Teva Global Operations (TGO), a global leader in generic pharmaceuticals based in Israel. He has more than 7 years' experience in FMCG Supply Chain, Consulting and Pharma industries. Starting off as SCM Consultant at Flow Serve in Madrid, he moved on to PepsiCo, where he honed his knowledge of Demand Planning. He then took a job at Accenture, which he credits for his ability to combine traditional consulting and project management with ground-breaking technology. Felipe then put his strong entrepreneurial streak to work, starting his own pest-control company in Madrid, which he ran successfully for 6 years. Felipe joined Teva in 2015 as Manager of Global Operations where he is responsible for forecasting 30% of the European market and more than 5000 products. Felipe holds a Masters in Disruptive Strategy from Harvard Business School.

Chris Turner, *Co-Founder* **| StrataBridge**

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

Joannès Vermorel, *Founder* **| Lokad**

Joannes Vermorel is the founder, majority shareholder and Chief Software Architect at Lokad SAS. Since 2008, Lokad has specialized in predictive quantitative supply chain, delivered through SaaS and cloud computing with a focus on Microsoft Azure. The company was the winner of the first Microsoft Azure Partner award, chosen out of over 3000 applicants worldwide. Joannes started his career at the AT&T Labs in New Jersey before pursuing a career in academia in France, which he interrupted to create his current company. Joannes is a regular speaker, writer, and educator on cloud computing. Prior to launching Lokad, Joannes taught software engineering at the Ecole Normale Superieure (ENS Paris) for 6 years. He taught cloud computing, big data and machine learning, demand forecasting and inventory optimization. One of his key interests is machine learning, and his expertise in this area includes algorithms such as deep learning networks, and classic machine learning algorithms. Joannes is an alumnus of the Ecole Normale Superieure in Paris, and is a graduate engineer from the Corps des Mines, France.

Eric Wilson, CPF, *Director of Demand Planning* **| Escalade Sports**

Eric Wilson is the Director of Demand Planning at Berry Plastics. Prior to this, he worked as the Director of Global Demand Planning and S&OP with Tempur Sealy International, the world's largest premium mattress manufacturer. Erichas exceptional abilities to align end to end processes and develop collaboration. He has a rich career track and has excelled in numerous areas of supply chain. He has an established record of significant improvement in developing demand forecasting & supply chain processes, improving inventory turns while maintaining service, Demand Driven end to end collaboration, Championing S&OP and its implementations. He is a member of the Institute of Business Forecasting (IBF) Board of Advisors, and has served as a speaker & panelist for IBF Executive Forums and conferences. Eric has also published in the IBF's Journal of Business Forecasting and is an IBF Certified Professional Forecaster (CPF).

WEDNESDAY	15 NOVEMBER 2017	
08:00–09:00	**MORNING REFRESHMENTS & TUTORIAL REGISTRATION**	
09:00–16:00	**FUNDAMENTALS OF DEMAND PLANNING & FORECASTING TUTORIAL (IBF MEMBERS ONLY)**	

THURSDAY	16 NOVEMBER 2017	
07:00–08:00	**MORNING REFRESHMENTS & REGISTRATION**	
08:00–08:15	**WELCOME & OPENING REMARKS**	
08:20–09:20	**1 LEADING IN THE NEXT DECADE: HOW FORECASTING AND DEMAND PLANNING WILL EVOLVE IN THE FUTURE** Eric Wilson, CPF *Director of Demand Planning* **ESCALADE SPORTS**	**2 STRYKER'S JOURNEY: DATA ANALYSIS PROFILING FOR ACHIEVING HIGH QUALITY DEMAND FORECASTS** Corina Salagean *Forecast Modeling/ Data Science* **STRYKER**
09:25–10:25	**3 INCREASING TOPLINE REVENUE WITH S&OP: INTEGRATING S&OP INTO YOUR BUSINESS** Mustafa Siddiqui *Demand & Supply Planning Manager (Supply Chain)* **CASTROL**	**4 TEARING UP THE RULEBOOK: HOW MILLENNIALS ARE CHANGING CONCEPTS OF FORECASTING** Felipe Sotelo Ahumada *Manager, Global Supply Chain* **TEVA PHARMACEUTICALS**
10:25–10:35	**MID-MORNING REFRESHMENTS	VISIT WITH EXHIBITORS**	
10:35–11:35	**5 BIG RISK, BIG REWARD: IMPLEMENTING DEMAND DRIVEN S&OP IN DEVELOPING COUNTRIES** Djurre de Jong *Global S&OP Manager* **DIAGEO**	**6 THE PARADIGM SHIFT IN SUPPLY CHAIN: HOW PROBABILISTIC FORECASTING WILL REVOLUTIONIZE YOUR BUSINESS** Antony Nardozza, *Material Planning Manager* **SPAIRLINERS** Joannès Vermorel, *Founder* **LOKAD**
11:40–12:40	**7 ACHIEVING BUSINESS AGILITY AND RESILIENCE THROUGH IBP (INTEGRATED BUSINESS PLANNING)** Yasser Bin Sabir *Head of Integrated Business Planning (IBP)* **ARLANXEO**	**8 TOO FAR, YET TOO LATE: OVERCOMING THE LONG-TERM FORECAST DILEMMA TO SUCCESSFULLY PLAN FOR LONGER TIME HORIZONS** Massimo Magliocco *Corporate Operations Planning Manager* **STMICROELECTRONICS**
12:40–13:10	**LUNCH**	
13:10–13:50	**KEYNOTE PRESENTATION** Olivier Gléron	*AVP Demand & Supply Planning*	**NESTLÉ HQ**	
13:50–14:20	**VISIT WITH EXHIBTORS**	
14:20–15:20	**9 DRIVING CEO ENGAGEMENT** Jeff Baker, CPIM, CSCP, CPF *Senior Education and Business Advisor* **INSTITUTE OF BUSINESS FORECASTING & PLANNING**	**10 HOW YOU CAN MAKE YOUR S&OP PROGRESS FASTER BY RUNNING THE MEETINGS DIFFERENTLY** Timur Gostik *Global S&OP Director* **AVON**
15:25–16:25	**11 THE GLOBAL S&OP INTEGRATION CHALLENGE: LEVERAGING REGIONAL S&OP FOR OPTIMAL GLOBAL NETWORK DESIGN** Matias Jory *Global Planning* **CARGILL BELGIUM**	**12 UNITING PEOPLE, TECHNOLOGY, AND PROCESSES AT JANSSEN PHARMA: HOW TO ACHIEVE GLOBAL CENTRALISATION OF STATISTICAL FORECASTING** Andrea Franco, *Senior Demand Analyst* **JANSSEN PHARMACEUTICAL** Dr. Sven F. Crone, *Assistant Professor* **LANCASTER UNIVERSITY**
16:25–16:35	**MID-AFTERNOON REFRESHMENTS	VISIT WITH EXHIBITORS**	
16:35–17:35	**ROUND ROBIN ROUNDTABLE DISCUSSION**	
17:40–18:40	**IBF COCKTAIL RECEPTION**	

FRIDAY	17 NOVEMBER 2017	
07:00–08:00	**MORNING REFRESHMENTS & REGISTRATION**	
08:00–09:00	**13 SERIOUS ABOUT GROWTH? ADAPTING S&OP TO DEVELOP & DELIVER YOUR GROWTH STRATEGY** Chris Turner *Co-Founder* **STRATABRIDGE**	**14 EMPOWER YOUR OPERATIONS TO MEET FORECASTS: HOW DEMAND DRIVEN MRP CAN IMPROVE FORECAST ACCURACY THROUGH BETTER EXECUTION** Derk Kuiper *Manager* **VISIE PARTNERS**
09:05–10:05	**15 KING OF BEERS, KING OF DATA: HOW HEINEKEN CRUNCHES BIG DATA INTO ACTIONABLE INSIGHTS & BETTER FORECASTING** Kalle Rasmussens *Corporate Distribution & Logistics Consultant* **HEINEKEN**	**16 THE TIPPING POINT: LEADING CHANGE MANAGEMENT IN FORECASTING & PLANNING** Neil James *Associate Partner* **CAMELOT MANAGEMENT CONSULTANTS**
10:05–10:20	**MID-MORNING REFRESHMENTS	VISIT WITH EXHIBITORS**	
10:20–11:20	**17 CAPACITY CONTROL VS DEMAND MANAGEMENT IN A MAKE TO STOCK (MTS) MODEL - TURNING NIGHTMARES INTO OPPORTUNITIES** Sunil Bharadwaj *Former Lean Deployment Manager* **ABUNAYYAN HOLDING**	**18 SIMPLE AND AFFORDABLE S&OP/ SIOP: DEVELOP AN IN-HOUSE DEMAND-DRIVEN CAPACITY MANAGEMENT TOOL IN EXCEL** Xavier Orozco-Aviles *Director of SIOP and Procurement* **DIAMOND FOODS**
11:25–12:25	**S&OP PANEL DISCUSSION**	

CONFERENCE CONCLUDES

SATURDAY | 18 NOVEMBER 2017 | EXAM DAY 08:30–16:30 | IBF CERTIFICATION DAY | CPF & ACPF GOOD LUCK!

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COCKTAIL RECEPTION | 16 NOVEMBER 2017	✔	✔	✔	✔	✔	✔
REFRESHMENTS & LUNCH	✔	✔	✔	✔	✔	✔
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