

INNOVATIVE PLANNING

IN THE CONSUMER GOODS INDUSTRY

INNOVATE. PLAN. EXECUTE.

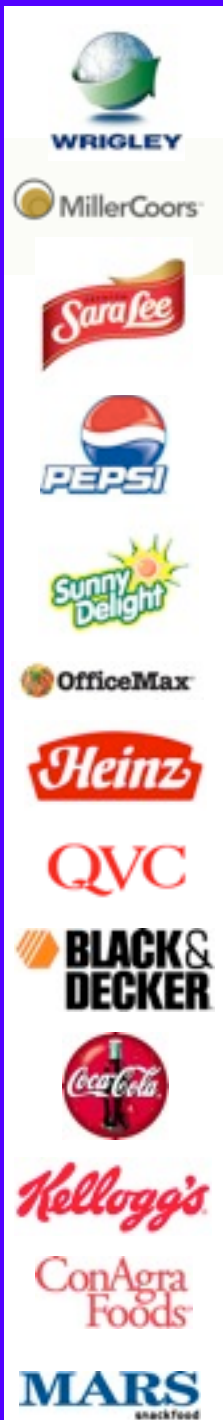


CPG Forecasting & Planning Innovation
June 2/3, 2010 | Intercontinental | Chicago



Hear Experts. Share.

- **Glenn Seymour**, Vice President Supply Planning, **ConAgra Foods**
- **Ed VanEssendelft**, Director - Supply Chain Planning, **Amway**
- **Marianne Knops**, Business Planning Team Leader, **Kimberly-Clark Corporation**
- **William Sichel**, Director, Business Process, Demand Planning, **Revlon**
- **Luke Ireland**, Vice President, Operations, **DICOTA**
- **Roger Dattilo**, VP Inventory Management and Replenishment, **OfficeMax**
- **Todd Steffen**, Vice president, Supply Chain, **Walgreens**
- **Mike Walker**, Director, IT Business, **Del Monte**
- **Dan DeMeyer**, Senior Customer Development Manager, **Wrigley**
- **Jerry Shan**, Principal Scientist, Forecasting, **Hewlett-Packard**
- **Kevin Watt**, Project management, **Pfizer**
- **Don Reid**, Director, Forecasting & Demand Planning, **Miller Coors**
- **David Balliet**, Vice President Inventory Planning & Operations, **QVC**
- **Carl Offhaus**, Director of Supply Chain and Consumer Services, **Black & Decker**
- **Richard Herrin**, Global Sales & Operations and Inventory Planning, **Tredegear**
- **Nick Roberts**, RPSM & DMO Manager, **Wrigley**
- **Daniel Clous**, Director, Category Management, **Dannon**
- **Matt Filbern**, Vice president, Operations & Supply Chain, **Jarden Home Brands**





Innovate. Plan. Execute.

Supply Chain
Operations
CPFR
Planners
Inventory
Demand Planners
& you

Effective planning is central to business success. In the modern business environment technological developments and the advances of globalization have created unparalleled opportunities for businesses to expand their markets. But new opportunity has opened the door to new challenges.

As competition intensifies, businesses have never been under as much pressure to consistently provide the products their customers want, when and where they want them. Shifting customer expectations and the increasingly global nature of supply chains and partnerships place formidable demands on planning, as the number of relevant variables balloons and the predictability of data becomes increasingly uncertain.

In this context, businesses are turning to a variety of business processes, techniques and technologies to identify and capitalize on the challenges of modern markets. This summit will focus on the solutions offered by innovative strategy, demand planning S&OP and business forecasting. The Summit will comprise of learning objectives, illustrated intermittently with a number of illustrative case studies



Glenn Seymour, Vice President Supply Planning, **ConAgra Foods**



Demand Driven Supply Chain

Today our supply chain's must be more responsive to our customer's needs, able to react to changes in demand, support new innovation all while lowering costs, reducing inventory and maintaining high service levels. Hear about how ConAgra's supply planning organization is leading the transition to be more demand driven to improve service levels with less inventory.

Glenn leads ConAgra's Consumer Foods supply and demand planning organization, covering over 90 plants and co-manufacturing locations for a portfolio of over 5,000 SKUs in 66 brands. Glenn has almost 20 years of experience in the food industry in a broad range of roles across the supply chain including operations, supply planning, customer service, distribution, and purchasing. For the past seven years at ConAgra he has lead the transformation of supply planning to new systems while improving working capital and customer service.



Daniel Clous, Director, Category Management, **Dannon**



Building The Bridge between Category Management and Supply Chain Excellence

- Tying Supply Chain excellence to Category Management and Sales excellence
- Generating clarity through mutual corporate goals and metrics with our retailer partners
- Navigating situational problems and people problems to resolve issues with our retail partners

Dan Clous is currently the Director of Category Management, Walmart for The Dannon Company. He acquired his MBA from Lake Forest Graduate School of Management in Chicago, IL and is currently pursuing his doctorate in International Business Management through Walden University. In his 19 years in the industry he has been a retail buyer; Category Management software developer, trainer and consultant; and most recently, International Category Development Manager for Kimberly-Clark Corporation.



Don Reid, Director, Forecasting & Demand Planning, **Miller Coors**



Putting empirical evidence in your collaborative forecasting process

Improve forecast accuracy and improve sales collaboration by moving from qualitative, judgment calls to more fact based impacts of business drivers using causal forecasting. Drive direct linkages between commercial planning and forecasting while also providing greater sales performance insights and 'what-if' analysis. Ultimate goal: improve company's ability manage proactively and forecast accuracy.

MillerCoors is the recent joint venture between Miller Brewing Company and Coors Brewing Company. Don is Director of Forecasting & Demand Planning and also owns MillerCoors S&OP processes. Don and his team support all volume planning requirements from strategy to planning to execution. Don joined Miller Brewing Company in 2004. Prior experience includes five years in management consulting working with Fortune 500 companies improving supply chain practices and eight years experience in retail operations.



Ed VanEssendelft, Director - Supply Chain Planning, **Amway**



Collaboration, Communication, Metrics

Through focused collaboration, communication and improved metrics, service level was significantly improved at Amway North America. The process was sponsored by executive management from the Sales organization and Supply Chain aligning on key deliverables and looking for lasting solutions. Key deliverables in the transition included:

- Disciplined and cross functional communications; Improved metrics
- New product and promotion calendar review; Elementary S&OP
- Daily and weekly service reporting

Future steps to further improve the process and the results will include:

- Improved S&OP - improved reporting, more discipline, executive engagement
- Improved promotion planning and demand shaping
- More granular forecasting; Inventory Optimization

Ed has worked for Amway for over 30 years. The first half of that career was spent in Production and Material Planning where he was responsible for global inventory management for Amway businesses in over 50 countries and schedule development for plants in the United States, Canada, and Korea. His current position, which he has held for 4 years, is Director of Supply Chain Planning currently leading the company towards becoming Demand Management driven, engaging in the development of S&OP, Collaboration, Postponement, Inventory Optimization, Inventory Segmentation, and increased use of supply chain metrics.



David Balliet, Vice President Inventory Planning & Operations, **QVC**



Zen and The Art of Forecasting - How to Get Right with Being Wrong all the Time

We have the tendency to focus too much time and attention on sophisticated models that return inherently incorrect results. Likewise, we purchase and implement expensive software that frequently over promises and under delivers. We spend way too much time creating exhaustive and complicated plans that have limited viability in the real marketplace. We then spend additional time rationalizing those plans and explaining why the plan did not come to be.

We need to take a step back from these activities and accept the logical fact that we cannot predict the exact nature of customer behavior relative to demand. (This is especially true for new items.) We also have limited ability to control all the elements of the business and broader

David provided senior team with monthly analysis of business results surrounding sales, customer metrics, price points, merchandise mix, productivity, margin and turn. Chaired monthly operations review meeting for executive management, presenting results and providing insight in the nature of results. Suggested action steps to address issues and ensured that actions were taken and follow up occurred.



William Sichel, Director, Business Process, Demand Planning, **Revlon**



Incorporating POS Data in the Customer Order Forecast

The collection and use of POS data by CPG companies presents differing forecast development challenges than the collection and use of "in-house" order data. CPG companies need to source POS data from external sources where a great variety of retailers have differing approaches to timing, data definitions, data cleanliness and other issues need to be resolved prior to using POS data. In this presentation we've coordinated with several personalities who will share their experience in working with POS data including both the collection and sourcing of POS data and in incorporating POS data in the customer order forecast.

Mr. Sichel is currently with a consumer product groups (CPG) company where he is responsible for business process developments in the Demand Planning Group. Prior to that he worked for several other CPG companies where he implemented forecasting systems and developed forecasting methods and processes. Bill holds a graduate degree in Economics from New York University and an Advanced Professional Certification in Industry Analysis also from New York University.



Marianne Knops, Business Planning Team Leader,



Trade Forecasts and Impact to Volumes

Key discussion points:

- Organisation Structure of Sales Planning – who we report up through, why that matters, combination of trade and volume forecasting into one team
- Positions within the team – we have 4 key positions to support the forecast and they deal with different pieces of the volume/trade forecast
- What we forecast and who uses it – time horizon, level, etc
- How we forecast trade throughout the year
- High level info that most trade is accrual based on gross sales, rates are set during prior year
- Annual Operating Planning process, feedback received from field teams
- How we use the link to trade forecasting to the volume forecasting that we do

Marianne Knops is a Business Planning Manager with Kimberly-Clark Corporation supporting the North American Personal Care Divisions. She holds a Bachelor of Science degree in Industrial Technology from University of Wisconsin-Stout. In her current position, she is responsible for leading the Personal Care team in the development of the volume and trade forecasts for products such as Huggies, Pull-Ups, Depend, and Kotex. Over the past thirteen years, she has held various positions including package engineering, planning, materials forecasting, volume forecasting, and trade forecasting. In addition, she was actively involved with the infancy and ongoing development of the Demand Review portion of the S&OP process at Kimberly-Clark.



Luke Ireland, Vice President, Operations, **DICOTA**



The Future of Competitive Supply Chain Management

With 18 years experience in Supply Chain Management within the consumer and electronics industries Luke Ireland brings a European perspective to the increasing global market. Having managed business growth from £8M to £110M his expertise in growing Supply Chain capability in complex environments is at the highest level. Luke believes in uniting all parts of the Supply Chain to maximise performance and is a proponent of adaptive systems based on the latest technology. With experience of implementing technology centric solutions which have reduced inventory levels, virtually eliminated stock outs and driven the cash to cash single into negative digits Luke will share his views on the future of competitive Supply Chain Management.

Luke has 18 years experience in Supply Chain Management within the consumer and electronics industries Luke Ireland brings a European perspective to the increasing global market. Having managed business growth from £8M to £110M his expertise in growing Supply Chain capability



Steve Johanson, Partner, **GTM Consulting**

Operations Planning for the Food and Process Industries

Companies can find a wealth of cash flow inside their Operations Planning process. The ones who have pursued this goal all found a common set of needs, limitations, and difficulties. These needs, limitations and difficulties can only be overcome by investing in a periodic planning process that recognizes the complexities and constraints of the manufacturing environment. Organizations that develop run strategies and playbooks based on statistical models improve their cash flow positions. They also find their performance becomes more stable and capital and executive decision making is more consistent.

Steve Johanson is a partner at GTM Consulting, a firm that specializes in optimizing Operations Planning business processes. He can draw on experience in helping develop run strategies for 50 food manufacturing organizations and facilities. Steve also worked for PriceWaterhouse Coopers Consulting, Oracle Inc., and Applied Materials. He has a B.S. in Aerospace Engineering from the United States Naval Academy and an M.B.A. from the University of Rochester.



Carl Offhaus, Director of Supply Chain and Consumer Services, **Price Pfister**

Managing End of Life Supply on Big Box skus to Minimize E&O

When a Big Box retailer decides to drop a sku it can quickly create excess and obsolete inventory in a supply chain that includes on order, in transit, supplier DC, store and possibly customer DC inventory. Minimizing E&O risk is even more challenging with long lead time items.

Our team has developed a cross-functional process that helps minimize E&O risk by:

- Assessing sku health frequently
- Identifying key E&O risk factors for each sku
- Determining our preferred exit strategy by sku
- Defining forecast and safety stock actions and timing

Mr. Offhaus has been with Black & Decker for 7 years where he currently is responsible for Demand Planning, CPFR, Supply Planning and Customer Service for Price Pfister and Consumer Services for Price Pfister, Kwikset and Weiser Lock. His previous responsibilities with the Hardware and Home Improvement Division of Black & Decker included Transportation and Indirect Material Sourcing. His prior experience includes 7 years as a SC consultant with Ernst & Young, 7 yrs in various engineering roles and the development of a non-profit organization.



Jerry Shan, Principal Scientist, Forecasting, **Hewlett-Packard**



Predictive Model Building and Applications at HP

Forecasting is the basis for functions such as capacity planning, inventory planning, and financial planning. Timely and accurate forecasts are crucial in decision-making processes and have significant impacts on many business aspects.

In this talk, we will present the business background, the problems, the processes, and some of the quantitative methods that we created when building forecasting solutions for the various business needs in HP. The business needs ranged from revenue forecasting, market share forecasting, printer demand forecasting, spare parts forecasting, to call volume forecasting. We will also touch on the business impact from the implementation of our solutions.

Jerry Shan is a Principal Scientist in HP Labs. His main areas of interest are forecasting, change-point detection, and econometric modeling. He earned a PhD in Statistics from Stanford University. Jerry has a track record of leading technology creation and solution transferring. Examples include company wide revenue prediction, market share forecasting, business trend change detection, printer and spare parts demand forecasting.



Richard Herrin, Global Sales & Operations and Inventory Planning, **Tredegar**



Characterizing Products Based on Business Importance for Optimum Planning

Since every company has production capacity and working capital constraints, companies cannot maintain the same flexibility and service levels across the complete product portfolio. S&OP processes must define and enforce segmentation strategies. These segmentation strategies are best defined by categorizing products into quadrants based on demand variability (forecastability) and overall importance to the business. Demand managers and supply chain planners should implement differentiated strategies aligned to best support the specific quadrant within which that the product falls.

Richard Herrin is the Manager of global Sales and Operations Planning for Tredegar Film Products, where he is responsible for implementing sales, operations, and inventory planning processes globally. Prior to this assignment, he was the Business Planning and Forecasting manager for Syngenta Crop Protection's North American region. His responsibilities included coordinating and aligning the monthly S&OP operational forecasting process (current year plus one) and the annual strategic planning process (For three to ten years). Richard has previously led a successful design and implementation project using John Galt's web-based forecast collaborator as the demand feed for SAP R3 and SAP APO.



Mike Walker, Director, IT Business Consulting, **Del Monte**
Tom Phillips, Senior Manager, **Deloitte Consulting LLP**
Ben Stiller, Manager, **Deloitte Consulting LLP**



Demand Synchronization: Choreographing Forecasting Activities Across the Organization and Beyond

CPG manufacturers face a host of pressures from consumers, customers, competitors, and even shareholders that require more accurate and responsive planning across the organization. Demand Synchronization (aka "Demand Sync") seeks to address this by efficiently choreographing the incorporation of multi-functional insights and driving enterprise forecast alignment. Deloitte's Tom Phillips and Ben Stiller will explore how implementing this collaborative approach to forecasting can greatly enhance forecast accuracy, build a solid foundation for making profitable commercial investments, and drive better and timelier decisions throughout the organization. Del Monte's Mike Walker, Director, IT Business Consulting will join Deloitte in bringing this vision to life by highlighting Del Monte's implementation experience, the challenges that were faced, and the benefits that were achieved.

Mike Walker is currently the Director of IT Business Consulting for Del Monte Foods. Mike and his team oversee all the IT related business improvement projects for the company. Prior to this role, Mike was the Director of Sales and Operations Planning. Mike joined Del Monte Foods in 2006. Prior experience includes eight years in management consulting improving supply chain planning for top tier CPG companies and four years as an account executive serving the automotive industry.



Matt Filbern, Vice President, Supply Chain, **Jarden Home Brands**



Leading the Supply Chain Turnaround and the Life of the Dung Beetle

The ability to service is no longer a competitive advantage in CPG. It is a requirement to stay in the game. Walmart's Supply Chain Reliability Program is a continuing trend of retailer requirements' becoming more and more stringent. The potential risk of fines will reduce your bottom line and oh, by the way, do more with less and reduce your working capital. Since the forecast by definition is wrong, you will fail if improving forecast accuracy is your primary strategy. Although there are no silver bullets, understanding capacity, response time, increasing supplier and manufacturing flexibility, and communication through S&OP provide a solid foundation for success.

Matt Filbern is the Vice President of Operations and Supply Chain for the Jarden Home Brands division of Jarden Corporation a leading provider of niche consumer products. Matt has a diversified background with 17 years of experience in business turn-around, acquisition integration, and strategic planning with former work experience with Newell Rubbermaid, Applied Power, JPMorgan Chase, and the Intoplast Group. Matt holds a Bachelor degree from Purdue University and an MBA from Michigan State University.



Todd Steffen, Vice president, Supply Chain, **Walgreens**



50 States, 7,200 Locations, 30,000 Items, 5 Million Customers per day: What's so Hard About Figuring Out Who Will Buy What Where and When?

Todd will present Walgreen's role in the new economy and how the supply chain group plans to improve inventory productivity, service, and cost structures. With a revamped store layout on the horizon coupled with tailored assortments, the role that supply chain plays in providing an agile inventory deployment solution is more critical than ever in driving sales and lowering cost. Come hear how an ever improving forecasting model is coupled with real time execution capabilities to laser deploy inventory to its most productive location.

Todd Steffen is the DVP of Supply Chain at Walgreens and oversees the consumer demand forecasting, inventory optimization, product & data flow, as well as direct store delivery areas related to the front end of the stores. Prior to his current role in supply chain, Todd has developed expertise in management consulting prior to Walgreens and Logistics System Solution deployments within Walgreens.

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Schedule

Day 1 - June 2

8.30 - 10.00 AM	Session One
10.00 - 10.30 AM	Coffee Break
10.30 - 12.00 PM	Session Two
12.00 - 1.30 PM	Lunch
1.30 - 3.00 PM	Session Three
3.00 - 3.30 AM	Coffee Break
3.30 - 5.00 PM	Session Four
5.00 - 7.00 PM	Networking Drinks

Day 2 - June 3

8.30 - 10.00 AM	Session Five
10.00 - 10.30 AM	Coffee Break
10.30 - 12.00 PM	Session Six
12.00 - 1.30 PM	Lunch
1.30 - 3.00 PM	Session Seven
3.00 - 3.30 AM	Coffee Break
3.30 - 5.00 PM	Session Eight

General information

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