



2017 VCI供应链预测&计划高峰论坛 VCI Supply Chain Forecasting & Planning Conference

尊敬的 _____ 先生/女士，您好！

2017 VCI供应链预测&计划高峰论坛 VCI Supply Chain Forecasting & Planning Conference将于2017年09月在上海召开。

会议内容

2-day Forecasting & Planning Conference with 4 major tracks:

- Demand Driven Supply Chain
- Integrated S&OP Execution
- Supply Chain in Omni-channel
- Leadership & Change of Mindset

Agenda at A Glance

Track A. Demand Driven Supply Chain 需求驱动的供应链

Keynote : Demand Driven Supply Chain 建立需求驱动的敏捷供应链

Panel : Demand Management Process Audit - Local Chinese Company vs MNC 需求管理现状之面面观 - 中资 vs 外资

Case Study : Demand Shaping Through Complex Forecast Modelling Tools - More Science, Less Instinct 基于分析和模拟的需求管理 - 多一点科学，少一些直觉

Case Study : Minimizing Forecast Bias and Finding the Blind Spots 预测永远无法做到准确 – 那么如何对预测准确性进行有效的管理？

Case Study : Forecast Accuracy and Safety Stock Strategies 案例：基于不同补货周期及多级库存的动态安全库存最优策略

Keynote: Building Blocks to Demand Planning Success with CPFR 通过CPFR - 协同预测模型提升预测准确率

Track B. Integrated S&OP Execution S&OP落地执行

Case Study : Improving Inventory Performance with An Effective S&OP Process 以S&OP实现供应链协同，提升整体运营效率

Case Study : S&OP 缺乏历史数据的新品上市，如何做好预测和产能规划？

Case Study : Leveraging S&OP for Enhanced Logistics Planning & Execution to Support End-to-End Supply Chain Success 利用S&OP提升物流计划能力 - 从长期网络战略规划到每日员工调度和路线计划

Keynote : How Network Optimization can Improve your Service Level and Reduce Your Overall Distribution Costs 如何通过仓库资源整合实现服务时效的提升

Case Study : Analytics in Action - Incorporate Supply Chain Design Technology to Optimize End-to-End Supply Chains基于多重模拟和建模分析的端到端供应链网络优化

Case Study : The New Wave: Achieving Total Collaboration with Integrated Business Planning新一代的销售和运营规划 - 集成业务规划

Track C : Supply Chain in Omni-channel 全渠道供应链

Case Study : eCommerce and Omni-Channel Demand Planning如何建立线上和线下渠道的需求预测模型

Keynote : New Strategies for SCM Optimization in the Era of Digitalization 数字化时代的供应链优化战略

Panel : Managing Complex Supply Chain Challenges in Omni-channel应对全渠道、新零售下供应链的复杂挑战

Keynote : Omni-channel Inventory Positioning & Replenishment Strategy: What, Where, When and How?建立适应全渠道销售模式的最佳库存分配及补货策略

Track D. Leadership & Change of Mindset 领导力和思维转变

Case Study : Is Communication More Important Than Accuracy in Demand Planning无事不登三宝殿！ - 如何建立有效的跨部门沟通机制？

Panel : Communication Excellence through S&OP to Marry Sales, Marketing and Supply Chain面对强势的业务和市场，S&OP如何在中国化的企业文化中过关斩将？

Panel : Grow the Role of Supply Chain in your Organization新零售时代供应链经理人之角色转变

Confirmed and Confirming Delegates:

参会嘉宾来自

消费类电子	
方太	老板电器
小米	公牛
华为	联想
九阳	史密斯
西门电器	奥克斯
欧普照明	博西华
志高	康佳集团
罗技	华硕
格力	德力西
海信	西门子
正泰	创维集团
酷派集团	欧司朗
苏泊尔	福腾宝
格兰仕	中兴通讯
步步高	雷士照明
TCL	熊猫电子
优派	飞利浦
阿里斯顿	奔腾
施耐德	福维克

日化	
百雀羚	立白
安利	如新中国
蓝月亮	欧莱雅
雅芳	广东丸美生物技术
拜尔斯道夫	玫琳凯
好迪	膜法世家
自然堂	上海庄臣
高露洁棕榄	湖北丝宝
科蒂	宝洁
黑人(好来化工)	完美
雅诗兰黛	云南白药
恒安集团	利洁时
汉高	妙洁(碧普企业集团)
珀莱雅	丁家宜(贝依生化)
相宜本草	维达国际
家化集团	白猫
伽蓝集团	拉芳家化
开米	中顺洁柔纸业
金佰利	利乐

食品 & 饮料	
农夫山泉	华润怡保
碧生源	蒙牛乳业
红牛维他命饮料	保乐力加
光明	洽洽食品
嘉士伯	三只松鼠
华润怡宝	王老吉
汇源果汁	杨协成
嘉吉	维他奶
太古饮料	无限极
李锦记	路易达孚
莲花健康产业集团	英联食品
良品铺子	达能饮料
徐福记	安井食品
顶益	景田食品饮料
统一	中粮集团
娃哈哈	青岛啤酒
希杰集团	百威英博
喜力	亨氏
新希望	家乐氏
伊利乳业	可口可乐
益海嘉里	三得利
好时食品	玛氏
百加得	健力宝

耐用消费品	
3M	米其林
弓箭玻璃	科勒
箭牌卫浴	摩恩
嘉实多润滑油	赛轮金宇
佳通轮胎	史丹利百德
固特异轮胎	双立人亨克斯
固安捷	道达尔润滑油
海福乐	东陶

零售	
国美	SPAR超市
欧尚	星巴克
家乐福	沃尔玛
牛奶国际控股	屈臣氏
盒马鲜生	百胜餐饮
宜家	永辉超市
京东	乐天超市
万宁	卜蜂莲花
美宜佳便利店	麦当劳
麦德龙	丝芙兰
大润发	苏宁云商
百联集团	永旺商业

会议日程

08:15 REGISTRATION AND NETWORKING

09:00 CHAIRMAN'S OPENING REMARKS: Demand Driven Supply Chain

In virtually every industry, companies are challenged by ever-higher customer expectations, stricter regulations, changing market dynamics and the ongoing impact of the eCommerce - all of which are compelling them to reexamine and refine how they forecast and manage demand.

- Demand forecasting seems to be the focus of many companies. What are the best practices in demand forecasting?
- Understanding the TRUE market demand is the first step in demand driven supply chain. Forecasting cannot substitute true market demand. Then how to capture the true market demand?
- Forecasting will never be perfectly accurate, then what should supply chain do?

09:30 PANEL DISCUSSION: Demand Management Process Audit - Local Chinese Company vs MNC

Forecasting can mean less wasted inventory through a stricter inventory control system, happier customers with a high rate of OTIF delivery and having not to be forced into excess inventory sales that ultimately devalue your product. In this session, we will explore:

- Does your company make demand forecast and why?
- Who is in charge of Demand Management in your company (Organization, R&R) and why?
- How your company validate the demand forecast?
- What are the most challenging in demand management in your company?

10:10 CASE STUDY: Demand Shaping Through Complex Forecast Modelling Tools - More Science, Less Instinct

Demand planners in the consumer goods (CPG/FMCG) industries face the challenge of forecasting a large number of heterogeneous products, with varying sales volumes, time series patterns, levels of being promoted, and different forecasting complexity. On the one hand, 1000s of SKUs require automatic forecasting of baseline sales, on the other hand the impact of sales and marketing promotions require well thought out adjustments. This session explores how you can improve production accuracy, reduce stock holding, improve capacity planning and respond quicker to market-related developments.

- Choosing the right metrics to track: Learn which metrics are crucial to track and will have the biggest impact on improving your forecasting
- Using predictive and prescriptive analytics: Learn how advanced analytics will give you deeper insight into your forecasts and provide actionable recommendations for decision-making

10:40 TEA BREAK AND NETWORKING

11:00 CASE STUDY: Minimizing Forecast Bias and Finding the Blind Spots

'I am biased by choice; I choose to be yelled at only once. If I under-forecast, my boss yells at me TWICE. Once for forecasting too low, and then again for being wrong in my forecast. If I over-forecast, my boss only yells at me ONCE for not meeting my forecast. You call it bias; to me it is the SMART THING to do.' - An unnamed and 'unbiased' forecaster.

Some companies are unwilling to address their sales forecast bias for political reasons, but a major reason for their trepidation is they have never actually measured their forecast bias from all the forecast inputs. Therefore without the actual data, they are less willing to confront enemies within their company that are damaging forecast accuracy.

- How is forecast bias distinct from forecast error?
- The typical sources of forecast bias
- How to identify warning signs that the current forecasting and planning process needs updating
- How to find alternate forms of information for idea generation and support
- How to align demand planning KPI's with your company's strategy.

11:30 CASE STUDY: Forecast Accuracy and Safety Stock Strategies

What is safety stock and what is good for? Many times safety stock is used as a buffer to cover unanticipated changes in demand. Safety stock covers the unanticipated changes in many facets of the business.

However, too many times, safety stock is a cover up for bigger issues or broken processes. Safety stock is inventory and inventory in cash. There needs to be a proper balance between the two. Follow one company's journey of calculating safety stock, explore the reasons for safety stock in depth. Finally, see how the forecast can assist in safety stock levels.

- Why do we need safety stock?
- See how the forecast drives safety stock
- How do you calculate safety stock levels?

12:00 ONSITE DIAGNOSIS SESSION

This session will bring up hot topics summed up from **Pre-Event Questionnaire** for discussion. This is your chance to profit from a series of authoritative - and forthright - insights, along with honest discussion of common pain points, success stories and lessons learned.

12:20 LUNCHEON & NETWORKING

14:00 PANEL DISCUSSION : Managing Complex Supply Chain Challenges in Omni-channel

Gone are the days of single-channel retailing - and supply chains servicing that model. Today, consumer goods and retail must optimize their supply chains to deliver products from any point where consumers want to buy them. Finding a way to optimize supply chains to meet the new pressures of channel proliferation, while still servicing the standard need to keep costs under control and deliver the right products to the right place at the right time, is the new reality for omni-channel supply chain leaders.

- What business impacts have omni-channel brought to your company?
- In the process of transition, what have changed from Supply Chain point of view?
- How do you construct your supply chains differently for different types of channel?
- What are the main challenges in serving Omni-channel today compared to serving only one type of channel in the past?
- Do you manage supply chains separately or together? By same group of people or different teams?
- Going from one type of channel to omni-channel, do you think that existing supply chain management policy or physical assets can still be leveraged? How?

14:40 CASE STUDY: eCommerce and Omni-Channel Demand Planning

Today as more wholesalers begin selling direct to consumer retail and eCommerce channels, the Demand Planning role will also evolve. How do we as demand planners adapt to the changing environments we find ourselves in?

In this session we will delve into the planning needs of the different channels including wholesale, retail stores and e-commerce, and talk about what omni-channel is and how to plan for it. Not only that, we will reveal how you can gain influence within your organization to better implement effective demand planning. This session will also detail the modern Merchandise Planner profile at retailers, including typical roles and responsibilities as well as terminology differences.

- How to embrace the unique challenges of planning for multiple channels
- Crucial metrics to developing the strongest demand plans
- Key differences between Demand Planning and Merchandise Planning roles

15:10 TEA BREAK AND NETWORKING

15:30 CASE STUDY: Building Blocks to Demand Planning Success with CPFR

Are you using CPFR (Collaborative planning, forecasting and replenishment) and are you aware of the benefits it can bring to your organization? If so, have you implemented it successfully to turn it into a powerful strategic tool? CPFR can drive external alignment with customers and improve forecasting accuracy by increasing visibility to partner forecasts, order patterns and retail factors. If executed effectively, CPFR can provide deeper insights into the business and facilitate development of more effective sales strategies, as well as optimize inventory levels for both vendor and retailer as both sides work to improve end to end operational efficiencies. In this session, you will learn:

- When to use CPFR to drive improved operational metrics and how to set up a model CPFR process
- Expected operational, sales and indirect benefits of CPFR
- How to integrate CPFR into existing forecasting and S&OP processes and possible next steps in the evolution of CPFR

16:00 CASE STUDY: Omni-channel Inventory Positioning & Replenishment Strategy: What Where, When and How?

Omni-channel fulfillment impacts the placement of inventory and the overall replenishment process from store or warehouse to the customer. While variable costs at the DC may increase, the overall inventory costs may be reduced by providing more pooling across channels. In this session, you will learn how to enhance your speed of fulfillment and lower costs through data-driven analysis of optimal inventory locations across all your channels.

- Unifying distribution assets and integration across store and online operations
- Should you over-stock stores or fulfill from Fulfillment Centers (FCs)?
- Do last mile costs outweigh warehousing availability?

16:30 CASE STUDY: Is Communication More Important Than Accuracy in Demand Planning

Demand planning performance is driven by metrics, but in this session, we will explore whether metrics alone can truly drive the business results that most executive leaders are looking to achieve. We will share some experience that highlights the importance of communicating the context that surrounds a forecast. It is highly plausible that synergizing performance metrics with the right communication strategy creates a formula that unlocks enhanced supply chain results.

- How to enhance Demand Planning communication formally through process development
- How Demand Planning can help supply chain to make complex tradeoff decisions
- How to define Demand Planning's impact on the supply chain, beyond MAPE and Bias

17:00 END OF DAY ONE

08:15 REGISTRATION AND NETWORKING

09:00 CHAIRMAN'S OPENING REMARKS: New Strategies for SCM Optimization in the Era of Digitalization

- Impacts by digitalization for SCM
 - Fast growing market of IoT
 - Manufacturing reform by 3D&4D printing technology
 - C2B model in the era of digitalization
- The emerging market with digital technologies
- Some wild guess examples of the future SCM models
- The new approaches for future SCM optimization

09:30 CASE STUDY: Improving Inventory Performance with An Effective S&OP Process

Despite the fact that many S&OP programs fail to meet desired goals or returns, S&OP still holds promise as a major driver of significant business improvements. In this session, you will get an insight into a real examples of advanced S&OP in a food & beverage company, and the speaker will also examine the factors that may be holding back your S&OP and see how you can start a new S&OP process or inject life into an existing one.

- The correct approach to simultaneously develop people skills, advance technology, and improve processes
- Key success factors and barriers to progress
- How to leverage analytics (e. g. reports, metrics, etc.)
- Key selling points of S&OP for keep stakeholders involvement in the S&OP process

10:00 CASE STUDY: How to Integrate New Products and Your Sales Funnel in the Demand Planning Discussion for Better S&OP

Many firms do not integrate new product planning into their routine supply chain planning processes. Rather they have a separate team (e.g. R&D, Marketing, Sales, Production, etc.) that uses different processes enabled by different planning technology to plan and manage new product introductions. When new products compete with existing products for company resources, the business risks failing to meet client demand. How can we as demand planners solve this problem?

- Why integration of new business planning into the Integrated Sales & Operations Planning process is critical to success
- Examples of parameters and KPIs to include in new business demand & supply planning processes
- Illustrative tools and techniques that demonstrate how to develop and communicate new product plans via integrated S&OP

10:30 TEA BREAK AND NETWORKING

11:00 CASE STUDY: The New Wave: Achieving Total Collaboration with Integrated Business Planning

Companies have been achieving improved business performance for a long time by successfully implementing tactical S&OP, but now is the time to lead the evolution from S&OP to an integrated strategic deployment and management process. This evolving process is called Integrated Business Planning (IBP). What is it and how will it help your business?

IBP is an integrated forecasting tool, linking demand and supply to align sales plans across functions and hierarchical levels in the organization. Supply, Commercial and Controlling are the main contributors to IBP process, aiming to drive simplification and alignment into one number and one plan. In this session you will be provided with the tools necessary to identify obstacles to participation, key steps to demonstrating the benefits for Sales & Marketing, and engaging teams towards the final goal of total collaboration.

- What is IBP and how does it differ to traditional S&OP?
- How to implement IBP successfully in your business?
- Key takeaways of IBP

11:30 CASE STUDY: Leveraging S&OP for Enhanced Logistics Planning & Execution to Support End-to-End Supply Chain Success

In this session, you will hear a case study on how leveraging S&OP routines and outputs could enable critical supply chain planning and activities, such as transportation forecasting, inventory optimization at both internal and 3rd party warehouses, and raw material planning processes. We will reveal our own insight into driving efficiency in logistics and optimally managing inventory from a holistic point of view.

- Leveraging transportation forecasting capability to reduce costs and enhance available carrier capacity
- The importance of inventory optimization and having the right geographical locations for 3rd party warehousing
- Key drivers in developing a holistic end to end raw material forecasting process

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12:20 LUNCHEON & NETWORKING

14:00 KEYNOTE: Communication Excellence through S&OP to Marry Sales, Marketing and Supply Chain

What does it take to get the real story, in a timely manner, from Sales? What's the most effective way for supply chain to engage Marketing? Successful forecasting requires well synchronized cross-functional communication between sales, marketing and supply chain.

Establishing S&OP as a cross functional communication model with a regular cadence helps drive visibility and bring demand insight to effectively improve operations. In our journey to implement an effective S&OP management review meeting, we identified several business communications best-practices that served as key factors to our success. In this session we will share how you can leverage email, centralized cross-functional reporting and predictable S&OP management review meetings to gain buy-in and effective participation from all stakeholders in your S&OP process.

- Effective communication strategies for demand forecasters and Supply Chain practitioners
- Leading practices for effective cross-functional collaboration within your organization
- How to pitch for more from the top management

15:00 KEYNOTE: How Network Optimization can Improve your Service Level and Reduce Your Overall Distribution Costs

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- Effective communication strategies for demand forecasters and Supply Chain practitioners
- Leading practices for effective cross-functional collaboration within your organization
- How to pitch for more from the top management

14:30 CASE STUDY: Analytics in Action - Incorporate Supply Chain Design Technology to Optimize End-to-End Supply Chains

Supply chain modeling helps organizations evaluate the numerous network and policy changes prior to execution. As the supply chain network extends, spreadsheet-based calculations and boardroom discussions alone can no longer accommodate the huge volume of data and complex questions. In the session, we will explore how supply chain design technology will enable businesses to build digital models of the end-to-end supply chain to evaluate and compare dozens of scenarios side-by-side and test them under real-world variability for better decisions.

- What are the optimal numbers, locations and capacities of suppliers, plants and production lines and processes?
- What are the right numbers, locations and sizes of distribution centers, cross docks, branch warehouses, etc.?
- What is the best way to assign customers and products to distribution centers?
- How do changes to production and distribution capabilities impact cost and service?

15:30 PANEL DISCUSSION: Grow the Role of Supply Chain in Your Organization

The role of Supply Chain has moved beyond simply delivering cost savings to being a more integral part of how an organization deliver value to its customers and shareholders, gone are the days of cost management and nothing more.

- Supply Chain valuable proposition
- The changing skillsets required
- Time for your transformation
- Think of the unthinkable

16:00 ONSITE DIAGNOSIS SESSION

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16:35 END OF DAY TWO

15:00 TEA BREAK AND NETWORKING

会议门票

参会费：3900元

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