

### Sales Forecasting - A NEW Approach

### Professional Development Meeting Wednesday, October 19, 2016

Sales forecasting is becoming more difficult yet more important, as the future becomes less and less predictable. Mathematical models are limited, by nature, as they only look backwards. Clearly, it's high time for a change in approach.

It's important to recognize that forecasting in and of itself offers little value. It's when that forecast is "connected" to a plan for the future, projecting resource requirements, financial performance (P&L and Balance Sheet), sales & marketing KPI's, and trends, – that it becomes integral to the planning and management of company performance. Forecasting needs to be done at two levels – the planning level and the scheduling level. They are NOT the same thing.

Forecasts have traditionally been bashed as always being wrong. A more enlightened approach is to start with the assumption that forecasts will rarely be dead-on accurate, and to focus instead upon establishing a range of forecast error with which to plan.

This talk will present a viable forecasting process, focused on four things:

1. Forecasting less detail, not more, – yielding higher customer service and lower inventory.
2. Emphasizing teamwork, good communications, and clear accountabilities, which are more important than complex, statistical, backward looking forecasting models.
3. Understanding that forecasting is a process, and as such can be improved using standard techniques for process improvement.
4. Knowing it's more beneficial to pursue process improvement than to focus narrowly on forecast accuracy.

### About the Presenter:

**Joe Shedlawski, CPIM, President, JFS Associates  
Past President of APICS Corporate**

Joe Shedlawski, CPIM has over 35 years of leadership and supply chain experience in the pharmaceuticals, biotech, and consumer packaged goods industries.

In 2009, Joe established himself as a consultant, coach, and educator, specializing in Supply Chain, Project Management, and Sales and Operations Planning. He has taught Project Management as well as Operations and Supply Chain Management at several universities, as an Adjunct Professor.

As an Associate of the R.A.Stahl Company, Joe participates in Sales and Operations Planning education,



*Speaker Bio continued on page 3*

### PDM Event Information

**Date:** Wednesday, October 19, 2016

**Location:** Salvatore's Italian Gardens, 6461 Transit Road, Depew, NY 14043

**Time:** 5:30-6:00pm.....Registration  
6:00-7:00pm.....Dinner  
7:00-8:30pm.....Meeting & Presentation

**Cost:** \$30 Members & Guests; \$15.00 Full Time Students, Members not in the Workforce or Retired

**Buffet Menu:** Garden Salad / Fresh Fruit Bowl / Olive Salad / Green Beans with Roasted Red Peppers / Carrots / Whipped Potato / Penne Pasta with Marinara Sauce / Meatballs / Chicken Francaise / Turkey Breast with Gravy / Top Round of Beef / Gravy / Bread & Butter / Apple Cobbler with Vanilla Ice Cream

**Register:** Online at [www.apics-buffalo.org](http://www.apics-buffalo.org) or call APICS at PPM OffiCenter (716) 648-0972

**Notes:** Reservations requested by October 12th but will be accepted later.



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# President's Message



Well, it looks like fall is starting make its way into Buffalo. I do enjoy the change in colors and the cooler temps. I would take the nice days year around if possible. We are very fortunate to live in an area that gives us the variety of the seasons although I would take a shorter winter.

Our first event for the fall was a plant tour of First Source, a leading distributor of specialty foods and fine confections to stores across the U.S. Let me tell you it did not disappoint! Special thanks to the Blests for arranging and hosting our group. The facility was very impressive and the volume that is going through it daily was as well. The group even got to take home some sponge candy. We hope to go back to First Source at some point in a couple of years.

This month we have the pleasure of hosting Joe Shedlawski. He will be speaking on the topic of "Sales Forecasting: A New Approach." The details are in this newsletter and we are excited to have Joe speaking. This will be a good topic to bring your co-workers from the demand planning side of the business as well. As the balance of the year's programs are firmed up we will update the website so please check back for new information.

Unfortunately I was unable to attend this year's APICS international conference in nation's capital, Washington, D.C. The initial feedback is that it was a big success. Kim Frew, our Director of Programs, came back very excited about potential speakers for meetings later in the season. If you had the opportunity to attend, we would love to hear how your experience was this year.

As I mentioned last month this will be my last year as President. As always the Board is looking for volunteers to serve on the Board and in other capacities. If you are interested in either, please reach out to me or any board member. I can say it is a great experience and I look forward to the future as the group continues to evolve.

We are always looking for ways to improve your experience with APICS. If you have ideas on how, please let your voice be heard and let us know.

Yours in APICS,  
 Matt Bartels, CPIM  
 President, APICS Buffalo Chapter



**Mission Statement:** To be the number one resource for Operations and Supply Chain Management education in WNY.  
**Vision Statement:** To develop leaders and inspire individuals and organizations to pursue excellence through lifelong learning and career advancement in the field of Operations and Supply Chain Management.

## Speaker Bio continued from page 1

training, and coaching. He has been instrumental in the design and implementation of Sales and Operations Planning processes in companies ranging from \$250 Million to \$2.5 Billion in annual sales, with several thousand SKUs.

Also, Joe served on the corporate APICS Board of Directors, in various capacities for nine years, and was the global President of APICS in 2007. While leading APICS, he oversaw the development of a strategic planning process and implementation of a new governance model to support globalization.

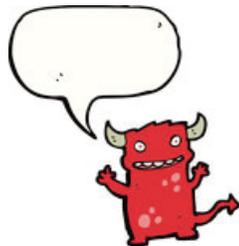
He an APICS Master Instructor and an Associate Instructor for Train the Trainer and Learning Dynamics. An accomplished speaker, he has delivered many seminars and presentations for APICS, IBF, ISM, and other professional organizations, both nationally and internationally. He has authored several articles in trade publications. Joe is the Vice President of Education for the Greater North Jersey Chapter of APICS, and is the Instructor Liaison for the Northeast District of APICS.

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## THE UN-COMFORT ZONE with Robert Wilson

### Well, Speak of the Devil

Having fun with  
synchronicity.



One night last week I dreamed that I received a phone call from a former girlfriend. I don't recall much else from the dream, and because she is someone that I wouldn't expect to hear from, I didn't give it another thought. But then, the very next day, I received an email from her with a link to a video she thought I'd enjoy. It was the coincidence that got my attention... and got me thinking about synchronicity and some of the weirder historic moments of happenstance. Here are some of my favorites:

#### Dead Author's Coat Appears in the Motion Picture of his Most Famous Work

During the making of *The Wizard of Oz* movie, a costumer from the MGM Wardrobe department went to a Hollywood thrift store to find a suitable jacket for the character Professor Marvel. According to Mary Mayer, an MGM publicist, "They wanted grandeur gone to seed. A nice-looking coat but very tattered." After filming one of his scenes as Professor Marvel, actor Frank Morgan found the name "L. Frank Baum" sewn into the lining of the jacket. Frank Baum, the author of *The Wizard of Oz* book had lived in Hollywood, but passed away 20 years earlier. The movie-makers, curious if it could possibly have been owned by the author, showed the coat to its tailor and Baum's widow. Both confirmed it to be authentic.

#### Booth Saves Lincoln's Life

Several months before John Wilkes Booth assassinated Abraham Lincoln, his brother, famous Shakespearean actor, Edwin Booth saved the President's son from being crushed under a train. According to Robert Todd Lincoln, "The incident occurred while a group of passengers were late at night purchasing their sleeping car places from the conductor who stood on the station platform at the entrance of the car. The platform was about the height of the

car floor, and there was of course a narrow space between the platform and the car body. There was some crowding, and I happened to be pressed by it against the car body while waiting my turn. In this situation the train began to move, and by the motion I was twisted off my feet, and had dropped somewhat, with feet downward, into the open space, and was personally helpless, when my coat collar was vigorously seized and I was quickly pulled up and out to a secure footing on the platform. Upon turning to thank my rescuer I saw it was Edwin Booth, whose face was of course well known to me, and I expressed my gratitude to him, and in doing so, called him by name."

Edwin, a Unionist and Lincoln voter, was devastated by his brother's infamous action. Later in life, he took some comfort when he learned that the man he saved was the President's son.

#### Weirdest Coincidence Yet

On July 20, 1975, 17 year old Ershine Ebbin was killed by a taxi while riding a moped in Bermuda. Exactly one year earlier, his brother Neville, also 17 years old, was killed while riding the same moped, on the same street, by the same taxi and driver, which was carrying the same passenger.

How often do you notice coincidences? Do you attach any meaning to them? Is there a unseen power or force which directs particular events to happen such that we consider them coincidences? Many people think there is. Albert Einstein who developed his Relativity Theory from a dream once said, "God does not play dice with the universe."

The study of meaningful coincidences was termed Synchronicity by psychotherapist Carl Jung. To Jung, events are "meaningful coincidences" if they happen without an evident causal relationship, but appear be related in some meaningful way. The catch is that coincidences only have meaning if there is a human participant or observer who attaches meaning to it.

For some people, synchronicity implies an underlying connectivity between all things. For me, I like to think that perhaps there is an unseen force that operates outside the laws of science as we understand them.

What is the strangest coincidence that you've experienced?

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*Robert Evans Wilson, Jr. is an author, humorist/speaker and innovation consultant. He works with companies that want to be more competitive and with people who want to think like innovators. Robert is the author of ...and Never Coming Back, a psychological thriller-novel about a motion picture director; The Annoying Ghost Kid, a humorous children's book about dealing with a bully; and the inspirational book: Wisdom in the Weirdest Places. For more information on Robert, please visit [www.jumpstartyourmeeting.com](http://www.jumpstartyourmeeting.com).*



## Welcome New Members!

#### Professional Members:

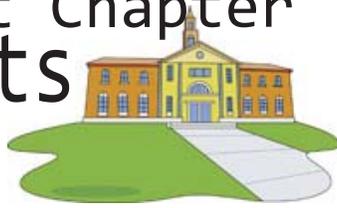
Devon Person  
Andras Balazs  
Matt Knodel  
Elise Bellefeuille

#### Student Associates:

Zubin Chetan Shah  
Rachit Jain

- Donna McGrew, CPIM, CSCP, Secretary

# Student Chapter Reports



## Canisius College Chapter

As members of the APIC's council, we are searching for new opportunities to help members learn about potential future careers. We are organizing networking and educational events for members to gain knowledge about local job and internship opportunities. The council is providing various speakers to come in and educate members about their career experiences and to offer advice. We are planning on organizing an end of the year dinner free for all members to come and celebrate a successful year.

Submitted by: Jacklyn Malusa, Secretary

## University at Buffalo Chapter

Six UB Graduate Students attended the APICS 2016 Conference, the premier supply chain conference and flagship of the APICS organization. It was an enthralling experience for us to attend this conference at Washington DC this year. We met some of the esteemed industry professionals and attended a profound job expo/career fair. We were enlightened to see the conference organized so well and experienced the very gist and importance of the of supply chain processes bringing a revolution in the production and manufacturing industry. An interactive session with Mel Robbins added to the excitement and filled the conference with enthusiasm. We as members of Buffalo Chapter urge other interested students to join us in our journey to develop as supply chain professionals by joining the committee and being a part of the educational activities involved.

Submitted by: Ammad Aslam,  
President

At the APICS Conference, pictured from left to right: Zubin Chetan Shah, Medha Parashar, Supriya Patil, Kim Frew, Rachit Jain, Ammad Aslam and Kaustubh Pawar.



# Mentor a Student Shape the Future

## Join the APICS Mentor Program

- Provide guidance to a future supply chain professional (Canisius or UB student)
- Build your own leadership and effective communication skills
- Preview future candidates for positions at your company
- Get student rate for Top Management Night
- Program runs October - June

Interested? Contact Melissa Ruggiero  
Student Chapter Chair  
[mrugg@buffalo.edu](mailto:mrugg@buffalo.edu), 716-645-3232



# Calendar of APICS Events



PDM Dinner Meeting  
**Wednesday, October 19, 2016**  
 Salvatore's Italian Gardens  
 "Sales Forecasting: A New Approach"

PDM - Joint Dinner Meeting  
 with ISM-Buffalo  
**Wednesday, November 9, 2016**  
 Salvatore's Italian Gardens  
 Speaker: Michael Ford  
 "Lean Six Sigma Performance Metrics"

Holiday Party  
**Wednesday, November 30, 2016**  
 Salvatore's Italian Gardens  
 Entertainment by: Parkside Avenue Brass

## Calling for APICS Company Coordinators!



If your company doesn't have a Company Coordinator and you are interested in being active in APICS we encourage you to contact Michael Gebera  
 @ membership@apics-buffalo.org .



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**APICS** Buffalo Chapter

For updates on PDM meetings, educational offerings, and networking opportunities.

Please invite your Facilities Engineers, MRO Buyers, Plant Operations, Operations, and anyone else involved in your company facility operations. Free admission, parking and seminars. [www.fmexpo.net](http://www.fmexpo.net)



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## Program Evaluation

PDM Wed., Sept. 21, 2016  
 Place: First Source Plant Tour

1=poor; 2=below avg; 3=avg; 4=above avg; 5=excellent



### Response Average Results:

- 1) Speaker clear & easily understood: 5.0
- 2) The material content was clear & understandable: 5.0
- 3) The program topic was interesting & informative: 4.8
- 4) The questions/answers were direct & to the point: 5.0
- 5) The speaker was knowledgeable: 4.8
- 6) Food & facilities satisfactory: n/a

### Comments:

- ◆ Great place to tour. The person who chose to tour this company did a great job!