



**FORECASTING SUMMIT:**  
***THE* Conference Where Forecasters Converge to  
Share Knowledge and Ideas**



Archstone-Smith Trust  
Case Western Reserve University  
College of William and Mary  
Durham Business School  
Flowers Foods  
Gaymar Industries  
Hirzel Canning Co.  
Kohler Co.  
Norfolk Southern  
Oliver Wight  
SAS  
Tennant Company  
University of Bath  
University of Tennessee  
and others



**Orlando, Florida USA**  
**Renaissance Orlando Resort at SeaWorld**  
**February 14-16, 2005**

[www.forecasting-summit.com](http://www.forecasting-summit.com)



# Welcome

With all the demands on your time, it can be difficult **to keep up with best practices, share experiences and learn** about the latest developments in forecasting. At the same time, it's critical to stay abreast of the field to improve your forecasting, learn new skills and advance your career. Recognized as *the* premier event for forecasters, **Forecasting Summit 2005** offers a unique opportunity to meet with and learn from fellow forecasters and world-class forecasting experts representing a wide range of industries and disciplines.

**Forecasting Summit 2005** is presented in cooperation with the **International Institute of Forecasters (IIF)**. The Summit provides a unique opportunity for forecasters to hear the respected experts of the IIF share their forecasting research and insights. You will also learn from seasoned practitioners who, by sharing their real-world experiences, provide a perspective on forecasting that only comes from being "in the trenches."

**Forecasting Summit 2005** offers a variety of session formats—seminars, tutorials, case studies, practitioner presentations, open discussions and pre-conference workshops—so that you can **tailor the conference to meet your own needs.**

We hope you can join us in sunny Orlando in February!



## **THE unique event to:**

- ✓ Hear about best practices from leading forecasting practitioners and renowned experts
- ✓ Gain insights for dealing with real-world issues such as determining how to structure the forecast process, presenting forecasts to management and navigating the political waters
- ✓ Exchange ideas and share knowledge about forecasting
- ✓ Learn new skills that will help you advance your career
- ✓ Network with other forecasters



*Forecasting Summit 2005 is presented by  
Business Forecast Systems in cooperation with  
the International Institute of Forecasters*

# Networking

- ✔ Share real-world experiences
- ✔ Exchange ideas and knowledge
- ✔ Connect with other forecasters

**Forecasting Summit 2005** is the ideal forum to **meet with other forecasters** to share knowledge and ideas. All Forecasting Summit sessions are designed to encourage active interaction among the attendees. In addition, the Summit provides several informal opportunities for networking:



Daily **breakfasts** and **luncheons**.



You won't want to miss the **poolside reception sponsored by SAS** featuring drinks and hearty hors d'oeuvres on Tuesday evening. This tropical setting is perfect for socializing and chasing away the winter blues!



## Here's What Past Forecasting Summit Attendees are Saying

*"I am responsible for forecasting and planning and the Forecasting Summit brought me much needed information to do it better. The conference was very worthwhile—I'll be back."*

Darwin Huber  
Honeywell

*"I found that the forecasting seminar was extremely helpful to someone just starting out in forecasting."*

Joe Bodine  
Westar Energy

*"Networking at the Forecasting Summit and having the opportunity to discuss methods with those that are in a similar business was beneficial."*

Jeff Watkins  
Home and Garden Party

*"Finding out what I didn't know was helpful. This will give me targets for the development and direction of my team. I also learned a variety of methods for communicating with my internal customers."*

Andrew Sarratt  
Capital One Bank

*"It was enlightening to hear that others have had the same struggles as my company and to hear how they overcame those issues."*

John Carter  
Hill-Rom

## Sponsors

Forecast**PRO**<sup>®</sup>

Demand**Works**

sas<sup>®</sup>



## **Conducting a Sales Forecasting Audit: How to Move Your Organization to World Class**

*Dr. Mark A. Moon  
Associate Professor of Marketing, University of Tennessee*

Through a series of studies involving more than 400 companies over 20 years, the University of Tennessee Sales Forecasting Research Team has developed a vision of world-class forecasting. This research team has also developed a methodology for conducting a sales forecasting audit, which is designed to identify the gap between a company's current forecasting practices and that vision of world class. Such an audit is a structured approach for documenting a company's "as is" state of forecasting practice, its "should be" state of forecasting improvement and a "way forward" blueprint to achieve forecasting excellence. This presentation will articulate our vision of world-class forecasting and describe the process of conducting a sales forecasting audit.



## **What a Business Forecaster Should Know about Econometric Models**

*Dr. Bernard J. Morzuch  
Department of Resource Economics, University of Massachusetts*

Econometric models can be quite useful for showing how business phenomena are affected by key variables. For example, if a firm increases its advertising budget, if a firm changes the price of its product, or if the price of a competing good changes, what might be the expected impact on sales? We begin with the essential structure of an econometric model: whether to use a single-equation or a more sophisticated multiple-equation approach; types of variables to include in the model; data requirements; and how to treat the errors that inevitably occur. Next, we consider how the model can be used to provide both point and interval forecasts. Finally, we show how to package this information so that it can be used relatively painlessly for decision-making purposes. We also provide advice for those who are hesitant to construct such models but instead outsource them and need to know how to manage the process.



## **Forecasting for Conflicts: Making Better Predictions for Commercial Negotiations, Union Disputes, Competitor Initiatives and Hostile Takeovers**

*Dr. Kesten C. Green, Senior Research Associate  
Business and Economic Forecasting Unit, Monash University*

Predicting the decisions people will make is important for managers involved in negotiations, disputes and competitive markets. In such situations, predictions are usually made by experts using their judgment. This is not wise. Nor are the forecasts of game theorists useful in such situations. Fortunately, two methods can provide accurate forecasts by making better use of available information: structured analogies (which uses knowledge about similar situations) and simulated interaction (a type of role playing). This session will discuss the application of structured analogies and simulated interaction to real situations including a pay dispute between nurses and a major hospital, a commercial takeover battle in the telecommunications industry and a military bombing campaign. The session also describes how to implement these methods within an organization.



## **Rules for Forecasters: Using Historical Data and Judgments Effectively**

*Dr. Fred Collopy, Professor & Chair of Information Systems  
Weatherhead School of Management, Case Western Reserve University*

No single forecasting method is good for all forecasts in all situations. What do we know about the conditions under which a particular method is likely to perform well? In this session, Dr. Collopy will summarize what we have learned from two decades of research on this topic. The summary will be in the form of rules that you can apply to your own data. Examples of useful rules include "when the historical trend is opposite the direction expected given current policies, ignore the trend component from an extrapolation method" and "when judgment is required, average the judgments of people with differing backgrounds."



## **Making the Best Use of Management Judgment in Forecasting**

*Dr. Paul Goodwin  
School of Management, University of Bath*

Management judgment can play an important role in improving forecast accuracy. For example, it can enhance the accuracy of statistical forecasts by taking into account the effects of special events, such as promotion campaigns. This talk will first look at the biases that are associated with the use of management judgment in forecasting. It will then demonstrate a range of methods that are designed to reduce or remove these biases. These methods will include those which are intended to obtain reliable judgments from groups of managers, those which will detect and remove biases from judgmental estimates and those which are designed to allow judgment to be effectively integrated with statistical forecasts.



## **Panel of Experts: Meeting Forecasting Challenges**

*Moderator: Dr. Len Tashman  
Professor Emeritus, University of Vermont*

This session gives you the opportunity to ask direct questions of a panel of leading researchers and experienced practitioners in business forecasting. Here is a small sample of questions raised at the last Forecasting Summit:

- ◆ How do you effectively set up a forecasting team? Where is the best place for the forecasting function to reside—marketing, finance, operations?
- ◆ Our company is trying to work from a single forecast for all groups—marketing, sales, finance and supply-chain. Is this realistic? What are the pitfalls?
- ◆ Upper management supplies a sales target. How do you forecast to avoid a "self-fulfilling prophesy?"
- ◆ How can a forecaster avoid being blamed for the failure of product sales to meet plan?

Attendees will be given the opportunity to submit questions to the panel prior to the session.



## **Delphi: A Best Practice Blueprint**

*George Wright  
Professor of Management, Durham Business School*

Expert opinion is often necessary in forecasting tasks because of a lack of appropriate or available information for using statistical procedures. But how does one get the best forecast from experts? One solution is to use a structured group technique, such as Delphi, for eliciting and combining expert judgments. This session will discuss the research-based principles behind the Delphi procedure and show how to implement a successful Delphi application.

The evidence shows that Delphi-based forecasts are substantially more accurate than individual experts, the statistical average of a group of experts or the outputs of traditional group-based opinions. For important forecasts, where even small improvements in accuracy are valuable, there is a strong evidential basis for use of Delphi.



## **What Makes Forecasting Presentations Credible?**

*Dr. Roy L. Pearson  
Chancellor Professor of Business, College of William and Mary*

Dr. Pearson continues to collect opinions from forecast practitioners, forecast users and academics about the elements that enhance the credibility of forecast presentations. In this session, he summarizes and illustrates some elements about which there is a general consensus, pitfalls to avoid and some unresolved issues that practitioners need to address in their own forecasting environment. The context is quite specific: What principles or practices should guide a business forecaster in preparing and presenting to company decision-makers a monthly one-year-ahead forecast for a product group or major product line?

# Practitioner Presentations

## Using Web-based Reporting and Forecasting to Make Timely Decisions

*Cem Demircioglu, Systems Analyst  
Hirzel Canning Co.*



In this session you will hear about Hirzel's experience with Reporting Services, a new business intelligence tool designed by Microsoft, to author, manage and deliver interactive Web-based reports. It has enabled the company to transform valuable enterprise data into shared information for insightful, timely decisions. By integrating Reporting Services with statistical forecasting, Hirzel has moved its forecasting a step ahead by adding over-the-Web, real-time and interactive forecasting capability.

## Global Forecasts: The Volume/Price/Currency Game

*Dr. Peter Mueller, President & CEO  
Epicenter*



In this presentation, Dr. Mueller will examine the challenges in creating global forecasts for pharmaceutical products. He reviews the underlying factors that mandate differences when forecasting in these diverse markets—US, Europe, Japan and Latin America—such as regulatory issues, the approval process, pricing controls, patents, reimbursement procedures and the impact of generics. He then presents an approach that can be used to create accurate forecasts in a global market environment.

## Using Event Modeling to Handle Extreme Values in Historical Data and to Improve Forecast Accuracy

*Carolyn Allmon  
Global Forecasting Manager  
Tennant Company*



is a registered trademark of Tennant Company.

Founded in 1870, the Tennant Company manufactures cleaning equipment, aftermarket parts and coatings to keep a wide range of indoor and outdoor environments clean and safe. Demand for products with large non-seasonal swings in orders is particularly difficult to forecast. Through sharing of examples, this presentation will show how Tennant has used the event modeling technique to improve forecast accuracy for products with demand history commonly containing extreme values.

## Managing Field Sales Inputs in the Forecasting Process

*Teresa Wozniak  
Manager, Product Support  
Gaymar Industries, Inc.*



Field Sales information is directly incorporated into monthly demand forecasts at Gaymar Industries, a small manufacturer of medical devices. In order to plan effectively for large fluctuations in demand, input from the field sales organization is necessary. Market segment managers are held responsible for the data they provide, with accuracy measured on a monthly basis. This presentation will review Gaymar's monthly forecasting process, explain how the success of the current operation is measured and discuss opportunities to manage field sales involvement more effectively.

## Designing and Implementing New Forecast Processes and Systems at Norfolk Southern

*Kitty Vollbrecht  
Director, Market Research & Economics Analysis, Norfolk Southern  
Ajith Wijeratne, Ph.D.  
Director, Operations Research, Norfolk Southern*



On the premise that you definitely can teach an old dog new tricks, Norfolk Southern—a Fortune 300 transportation company in freight railroading for more than a century—is developing its forecasting processes to meet corporate demands for better asset management. This session describes this forecasting evolution and Norfolk Southern's new OLAP-based forecasting system. In the process you will hear how statistical forecasting methodologies are being incorporated to supplement the traditional judgmental processes, and how the demand forecasts will link to capacity planning, equipment planning, transportation decision support, activity budgeting and tactical ongoing management of resources.

## Forecast Error: Metrics, Reporting, Improvements and Safety Stock

*Zaharias Xanthopoulos, Ph.D.  
Forecasting Manager  
Kohler Co.*



In order to reduce forecast error, we need an objective and pragmatic forecast error metric. During this session, we will review different forecast error metrics, best practices and ways to combine forecast errors across multiple product groups. The session will review different templates for forecast error reporting and forecast error explanations to senior management. We will propose ways to improve forecast error and determine optimal levels of safety stock for specific customer service levels due to demand variability.

## Forecasting Future Consumer Behavior Trends

*Jack Kern  
Director of Research  
Archstone-Smith Trust*



Generational shifts from the Baby Boom to Gen X and Gen Y now account for the majority of a marketer's future customer base. A whole new set of customer needs, desires and goals is changing the face of forecasting, necessitating setting aside traditional methods in favor of increasingly more sophisticated segmentation. This session will cover the differences in shifting customer sectors and generational influences and help to explain how to forecast potential operating results by segment.

## Demand Planning at Flowers Foods—Specialty Division

*Anita Boland  
SAP Business Systems Specialist—Materials Management  
Flowers Foods*



This session describes the forecasting process at Flowers Foods—Specialty Division and how it is evolving to meet corporate demands for better production planning. It will review the new forecasting system—including its development, technology and processes—and how it is linked to SAP to support production planning, inventory analysis and stock status analysis.



## About the IIF

The International Institute of Forecasters (IIF), a non-profit organization founded in 1981, has dedicated itself to developing, distributing and applying knowledge on forecasting.

# Forecasting Seminar



*Dr. Len Tashman*  
Professor Emeritus  
University of Vermont

The Forecasting Seminar features education sessions on various forecasting approaches, detailing both how they work and how they are applied. Topics are presented using a combination of lecture and real-world examples drawn from a wide range of industries. Len consistently receives rave reviews for his ability to relate forecasting concepts to business practitioners and has received numerous awards for excellence in teaching.

## Don't miss out on anything at the main conference!

By attending the Basics of Time Series Forecasting pre-conference workshop, you can cover the majority of the Forecasting Seminar topics (all but Box-Jenkins and dynamic regression) prior to the main conference, giving you the freedom to attend other sessions during the main conference.

### Introduction to Business Forecasting

Properties of data ♦ Overview of methods ♦ Selecting an appropriate forecasting method

### Forecast Accuracy and Evaluation

Out-of-sample evaluation ♦ Error measurement statistics ♦ Findings from forecasting competitions

### Exponential Smoothing Models

Pros and cons ♦ The Holt-Winters family of models ♦ How the models work ♦ Parameter optimization ♦ Model diagnosis

### Event Models

Modeling promotions, strikes and other aperiodic events ♦ How and when to use ♦ How the models work ♦ Customizing event variables to best suit your needs

### Box-Jenkins

Pros and cons ♦ How and when to use ♦ Automatic identification procedures ♦ Differencing ♦ Model diagnostics

### Forecasting a Product Hierarchy

Data characteristics ♦ ABC (Pareto) classification of data ♦ Measuring accuracy across multiple time series ♦ Product vs. geographical hierarchies ♦ Top down vs. bottom up approaches ♦ Other reconciliation strategies ♦ Adjustment for seasonality ♦ The role of forecasting in DP and SCM

### Dynamic Regression (Parts I & II)

Pros and cons ♦ When to use ♦ The model building process ♦ Ordinary least squares ♦ Leading indicators ♦ Lagged variables ♦ Cochrane-Orcutt models ♦ Hypothesis testing ♦ Dummy variables

# Pre-Conference Workshops



**Basics of Time Series Forecasting**  
*Dr. Len Tashman*  
Professor Emeritus  
University of Vermont

This workshop provides an overview of time series forecasting, including a review of various forecasting models and how they are applied. For a detailed description of the topics covered, please see the sidebar on the left.



**Basics in Causal Modeling and Forecasting**  
*Terry Woodfield*  
Statistical Services Specialist  
Educational Division  
SAS

This workshop provides an overview of causal methods using time series data for forecasting, including a review of various causal forecasting models and how they are applied in real-world situations using actual data. Such methods as dynamic regression, ARIMA modeling with interventions and regressors and a new method gaining popularity known as Unobserved Component Models (UCM) will be covered. SAS tools/applications will be used to demonstrate the power of causal modeling and forecasting.



**Implementing Sales and Operations Planning for Improved Company Performance**  
*John Schorr*  
Senior Partner and Managing Principal  
Oliver Wight

This one-day workshop presents industry best practices in the area of Sales and Operations Planning (Integrated Business Management). Besides defining the characteristics of a "Class A" S&OP process, this workshop session will allow participants to review methods for implementing or improving their S&OP process.

Recent independent research\* has shown that "more than 70% of companies surveyed are actively engaged in enhancing their Sales and Operations Planning capabilities." The research also confirms that "companies that deploy S&OP strategically consistently outperform, by an average of 20% in % gross margin, those companies whose approach to S&OP is more tactical and less integrated."

\*Aberdeen Group: The Sales and Operations Planning Benchmark Report: Leveraging S&OP for Competitive Advantage.



**Statistics Fundamentals for Forecasters**  
*Dr. Kenneth B. Kahn*  
Associate Professor of Marketing  
University of Tennessee

This course is a managerially-oriented overview of statistics fundamentals as they pertain to demand planning and sales forecasting. The course covers data analyses techniques and performance reporting. Examples and applications will be emphasized throughout the course. Course objectives are to:

- ♦ Familiarize attendees with key principles of statistics and analysis in general
- ♦ Present a process approach for undertaking statistical analysis
- ♦ Demonstrate types of statistical analyses available in Excel and forecasting software tools
- ♦ Give guidelines for proper application of these statistical analyses
- ♦ Discuss performance analysis and reporting issues, including performance dashboards and scorecards

No prior knowledge of statistics is assumed. The workshop begins with a basic introduction to data and graphical analyses, a review of descriptive statistics (including mean, median, mode, statistical variance and standard deviation) and an explanation of the normal distribution. Correlation and linear regression are then discussed. The workshop concludes with applications of statistics through case examples to illustrate how one can develop "good" forecasts.



**New Product Forecasting in the Pharmaceutical Industry**  
*Dr. Peter Mueller*  
President & CEO  
Epicenter Consulting Inc.

This workshop provides you with an understanding of the variables in a new product forecasting model and how they interrelate, focusing on how to build "robust" models. Learn:

- ♦ Why new product forecasting is critical
- ♦ How the new product forecasting process works in most companies (who does what)
- ♦ How the value of new products is assessed
- ♦ Why most new products fall short of the original expectation/forecast
- ♦ What you need to know before you start your new product forecast
- ♦ New product forecasting Do's and Don'ts

The workshop focuses on the practical application of new product modeling concepts and features "hands-on" Excel exercises. Topics include: quick and easy methods to extrapolate data without forecasting software; "analogues" and how to translate the concept into a product/market simulation tool; frequent patterns and how to use them in new product forecasting; indexing as a powerful method to transfer life-cycle patterns; generic erosion patterns and how to model them and "what if" models and how to build them.

## Monday, February 14, 2005

8:00 - 9:00 AM

Registration and Continental Breakfast

### Pre-Conference Workshops (9AM - 5PM):

- ◆ Basics of Time Series Forecasting
- ◆ Statistics Fundamentals for Forecasters
- ◆ Basics in Causal Modeling and Forecasting
- ◆ New Product Forecasting in the Pharmaceutical Industry
- ◆ Implementing Sales and Operations Planning for Improved Company Performance

6:00 - 8:00 PM

Evening Registration

## Tuesday, February 15, 2005

7:00 - 9:00 AM

Registration and Continental Breakfast

8:45 - 9:00 AM

Welcome and Opening Remarks

### Forecasting Seminar

### Tutorials and Perspectives

### Practitioner Presentations

9:00 - 10:15

Introduction to Business Forecasting

Conducting a Sales Forecasting Audit

Hirzel Canning Co.

10:30 - 11:45

Forecast Accuracy and Evaluation

What a Business Forecaster Should Know about  
Econometric Models

Epicenter

11:45 - 1:00

Lunch

1:00 - 2:15

Exponential Smoothing Models  
(1:00 - 2:30)

Forecasting for Conflicts

Tennant Company

2:45 - 4:00

Event Models

Rules for Forecasters

Gaymar Industries

4:15 - 5:15

Solutions Showcase

6:30 - 8:30 PM

 Poolside Reception Sponsored by SAS 

## Wednesday, February 16, 2005

8:00 - 9:15 AM

Continental Breakfast

### Forecasting Seminar

### Tutorials and Perspectives

### Practitioner Presentations

9:15 - 10:30

Box-Jenkins

Making the Best Use of Management  
Judgment in Forecasting

Norfolk Southern

10:45 - 12:00

Forecasting a Product Hierarchy

Panel of Experts:  
Meeting Forecasting Challenges

Kohler Company

12:00 - 1:15

Lunch

1:15 - 2:30

Dynamic Regression Part I

Delphi: A Best Practice Blueprint

Archstone-Smith Trust

2:45 - 4:00

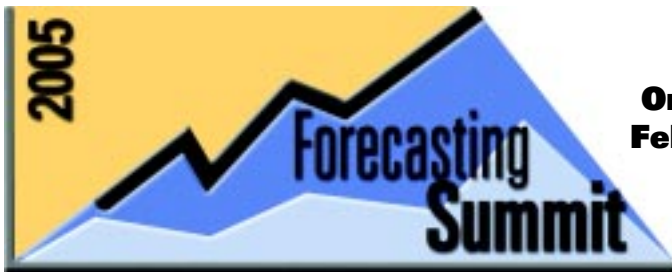
Dynamic Regression Part II  
(2:45 - 4:30)

What Makes Forecasting Presentations Credible?

Flowers Foods

Visit our Web site for detailed up-to-the-minute conference information. Schedule subject to change.

[www.forecasting-summit.com](http://www.forecasting-summit.com)



**Orlando, Florida USA  
February 14-16, 2005**



**Attendee Information:**

Name: \_\_\_\_\_  
Company: \_\_\_\_\_  
Address: \_\_\_\_\_  
\_\_\_\_\_  
City/State/Zip: \_\_\_\_\_ Country: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
E-mail: \_\_\_\_\_

**Registration Fees:  
Conference Sessions, February 15-16, 2005**

One Attendee.....\$1,395  
or  
 One Attendee with Early Bird Discount.....\$1,345  
by January 15, 2005  
or  
 One Attendee with Team Discount.....\$995  
Sign up 3 or more attendees *at the same time* and pay only \$995 per attendee.  
Names of the other attendees must be listed below to receive this price:  
#1 \_\_\_\_\_ #2 \_\_\_\_\_

**REGISTER BY  
JANUARY 15, 2005  
AND SAVE!**

**Pre-Conference Workshops, February 14, 2005**

Workshop.....\$595  
Workshop Title: \_\_\_\_\_ **Plus** \_\_\_\_\_  
*(you must indicate the workshop you plan to attend)*

**Payment Method:**

Check attached  
 Purchase Order attached (available for U.S. companies only)  
 Visa     MasterCard     American Express  
Card # \_\_\_\_\_ Expiration date: \_\_\_\_\_  
Signature: \_\_\_\_\_

**TOTAL:** \_\_\_\_\_

*(Please fill out one form per attendee, copy if necessary)*

*web*

**Venue**

Forecasting Summit 2005 will be held at the beautiful Renaissance Orlando Resort at SeaWorld. Reduced room rates are available through January 24, 2005. If booking a room online at [www.renaissanceseworld.com](http://www.renaissanceseworld.com), enter BFSBFSA in the "Group code" box. You may also reserve a room by calling (407) 351-5555 or (800) 327-6677; make sure to mention that you are attending Forecasting Summit 2005 to receive the reduced room rate.

**Registration**

Seats are limited. The conference registration fee is \$1,345 if payment is received by January 15, 2005 and \$1,395 after that date. Fee includes all sessions, conference documentation, breakfasts, luncheons and poolside reception. Team and academic discounts are available. *Discounts may not be combined.*

**Substitutions/Cancellations**

Personnel substitutions may be made at any time. The registration fee is fully refundable on cancellations made prior to January 15, 2005. Cancellations between January 15 and January 28 are subject to a \$195 administrative charge. Registrants who fail to attend or cancel after January 28 are responsible for the entire conference fee. In case of conference cancellation, BFS liability is limited to refund of conference registration fee only. Program content subject to change without notice.

**To Register**

Fax in this registration form or contact us at:  
Forecasting Summit 2005  
BFS - 68 Leonard Street  
Belmont, MA 02478 USA  
Phone: (617) 484-5050  
Fax: (617) 484-9219  
E-mail: [info@forecasting-summit.com](mailto:info@forecasting-summit.com)  
Web: [www.forecasting-summit.com](http://www.forecasting-summit.com)

# Past Participants Include

<i>Agilent Technologies</i>	<i>Discover Financial Services</i>	<i>ISO New England</i>	<i>Pepsi Bottling Group</i>	<i>St. Joseph Health System</i>
<i>American Italian Pasta Co.</i>	<i>Duke University</i>	<i>Kissimmee Utility Authority</i>	<i>Pergo, Inc.</i>	<i>TAP Pharmaceutical Products Inc.</i>
<i>Anheuser-Busch Cos.</i>	<i>eBay, Inc.</i>	<i>Kohler Co.</i>	<i>Ping Golf</i>	<i>Taro Pharmaceuticals USA</i>
<i>Aventis Behring</i>	<i>Everfast, Inc.</i>	<i>KPMG International</i>	<i>Polaroid</i>	<i>Tennant Company</i>
<i>Bell Canada</i>	<i>Fantasy Diamond Corp.</i>	<i>Krispy Kreme Doughnuts</i>	<i>Progressive Insurance</i>	<i>Tilia, Inc.</i>
<i>Benjamin Moore &amp; Co.</i>	<i>FedEx</i>	<i>Lancaster University</i>	<i>Puma North America</i>	<i>T-Mobile USA</i>
<i>Berlex Laboratories</i>	<i>First Energy Corp.</i>	<i>Lane Ltd.</i>	<i>Radio Shack Corp.</i>	<i>Tom's of Maine</i>
<i>Best Brands Corp.</i>	<i>GlaxoSmithKline</i>	<i>Lifescan, Inc.</i>	<i>Roche Diagnostics</i>	<i>TransUnion LLC</i>
<i>Blistex Inc.</i>	<i>Global Insight</i>	<i>Marriott International Inc.</i>	<i>Sandoz Inc.</i>	<i>University of Connecticut</i>
<i>Briggs &amp; Stratton</i>	<i>Harrah's Entertainment, Inc.</i>	<i>McNeil Consumer Healthcare</i>	<i>Sankyo Pharma, Inc.</i>	<i>University of Massachusetts</i>
<i>Brinks Home Security</i>	<i>Heineken USA Inc.</i>	<i>Merck &amp; Co., Inc.</i>	<i>Serono, Inc.</i>	<i>US Bureau of Labor Statistics</i>
<i>Bristol-Myers Squibb</i>	<i>The Hertz Corporation</i>	<i>Milwaukee Electric Tool Corp.</i>	<i>Shell</i>	<i>Vista Bakery, Inc.</i>
<i>Brooks Sports Inc.</i>	<i>Hills Pet Nutrition, Inc.</i>	<i>Minnesota Timberwolves</i>	<i>Siemens</i>	<i>Wells Fargo Bank</i>
<i>Capital One</i>	<i>Hobart Corp.</i>	<i>Motorola Inc.</i>	<i>Sigma Delphi Ltd.</i>	<i>Wells Fargo Home Mortgage</i>
<i>Carnival Cruise Lines</i>	<i>Honda R&amp;D Co., Ltd.</i>	<i>National Starch &amp; Chemical Co.</i>	<i>Sprint</i>	<i>Weston Bakeries Ltd.</i>
<i>City of Mesa, Arizona</i>	<i>Honeywell Aerospace</i>	<i>New York Life Insurance Co.</i>	<i>Standard Products Inc.</i>	<i>The Wharton School</i>
<i>City of Norfolk</i>	<i>Horizon Organic Dairy</i>	<i>Norfolk Southern Corp.</i>	<i>Sterling Jewelers Inc.</i>	<i>Wyeth-Ayerst Pharmaceuticals</i>
<i>Coca-Cola Enterprises</i>	<i>Hormel Foods Corp.</i>	<i>Northrop Grumman Corp.</i>		
<i>Colorado Springs Utilities</i>	<i>Hyundai Motor America</i>	<i>Novartis</i>		
<i>ConEdison Solutions</i>	<i>Imation Corp.</i>	<i>Ocean Spray Cranberries, Inc.</i>		
<i>DaimlerChrysler AG</i>	<i>International Paint</i>	<i>Palm, Inc.</i>		

## Exhibitors

- ~ *Applix, Inc.*
- ~ *arcplan*
- ~ *Demand Works*
- ~ *Forecast Pro*
- ~ *McConnell Chase Software Works*
- ~ *Oliver Wight*
- ~ *SAS*



### Upcoming Events

Business Forecasting Seminar ♦ May 2-4, 2005 ♦ San Francisco, CA USA  
Forecasting Summit ♦ September 26-28, 2005 ♦ Boston, MA USA