



Fred Tolbert

Lean Forecasting – Apply Lean Concepts to Significantly Improve Forecast Accuracy

Many people's attitude about sales forecast accuracy is a little like the weather. They complain about it, but feel powerless to do anything about it. Even after spending big \$\$ on sales forecasting systems, they sometimes find that their forecasts are less accurate than before. The reality is that the cause of forecast accuracy problems are often not in the software, but in the sales forecasting process built around the software.

Lean concepts involve identifying and eliminating non-value-adding activities in business processes. Non-valued added activities in the sales forecasting process often add complexity, bias and excessive forecast adjustments, resulting in less accurate forecasts, excess inventory and lower customer service.

Today, innovative companies are applying lean concepts to improve their sales forecasting process. The results are 90+% forecast accuracy and near 100% customer service. This month's Professional Development Meeting presentation will demonstrate how to apply lean concepts to improve your company's sales forecasting process. Also, it will provide a case study of how one company applied its mission of continuous improvement to build a world class forecasting process.

Fred Tolbert, CPIM, CSCP

Fred Tolbert has more than twenty-five years of supply chain management experience. He is Principal of Southeast Demand Solutions, LLC, the Southeastern reseller of the Demand Solutions suite of demand planning software. In this position, he leads the Demand Solutions marketing, training and consulting activities in Alabama, Florida, Georgia and South Carolina.

Fred spent ten years as a Principal Consultant with The North Highland Company, an Atlanta-based management consulting services firm. He was Director of Operations with Sun Data, a distributor of IBM AS/400 equipment. He held systems development management and inventory management positions with Contel Corporation. Fred began his business career as a Senior Consultant with Andersen Consulting.

Fred has BBA and MBA degrees from the University of Georgia. He is active in APICS and served for two years as president of the Atlanta APICS Chapter. He is currently the APICS Southeast District Director, representing APICS members in ten southeastern states and Puerto Rico on the APICS society Board of Directors.