



Issue 7, Summer 2007

A Note from the Editor

- New in this Issue, Len Tashman

Feature Presentation

- Assessing the Cost of Forecast Error – A Practical Example, Peter Catt

Forecast Accuracy Measurement – Two Innovations

- An Expanded Prediction-Realization Diagram for Assessing Forecast Errors, Roy Pearson
- Use Scaled Errors Instead of Percentage Errors in Forecast Evaluations, Lauge Valentin

Forecast Process Improvement – Lessons from Successful Companies

- S&OP, Forecasting, and the Knowledge-Creating Company, John Mello and Terry Esper

Forecasting Principles and Methods

- Decision-Directed Forecasting for Major Disruptions: The Impact of 9/11 on Las Vegas Gaming Revenues, Stephen Custer and Don Miller
- How to Get Good Forecasts from Bad Data, Ellen Bonnell

Forecasting Perspectives

- The Forecaster as leader of the Forecasting Process, James Borneman
- Forecasting Software: A Progress Report for the First Seven Years of the 21st Century, Jim Hoover

Book Review

- Carolyn Allmon reviews *Flowcasting the Retail Supply Chain* by André Martin, Mike Doherty and Jeff Harrop

Hot New Research Column

- Supermarket Forecasting – Check Out Three New Approaches, Paul Goodwin



Issue 6, Spring 2007

Forecasting Perspectives

- Confessions of a Pragmatic Forecaster, Chris Chatfield

Forecast Model Building – the Practical Issues: Modeling Seasonality in Short Time Series

- Minimum Sample Size Requirements For Seasonal Forecasting Models, Rob Hyndman and Andrey Kostenko
- Forecasting Short Seasonal Time Series Using Aggregate and Analogous Series, Michael Leonard
- Seasonality: Shrinkage Procedures For Small Samples, Dan Williams
- Constant vs. Changing Seasonality, Philip Hans Franses

Hot New Research Column

- Recent Studies on Forecasting Know-How, Training and Information Sharing, Paul Goodwin

Forecasting Principles and Methods

- Forecast Uncertainty and Monte Carlo Simulation, Sam Sugiyama

Book Review

- Steven Schnaars reviews *New Product Forecasting: An Applied Approach* by Kenneth Kahn

Forecast Accuracy Measurement

- Advantages of the MAD/MEAN Ratio Over the MAPE, Stephan Kolassa and Wolfgang Schütz

The World of Forecasting

- The Pollyprize, Alfred Cuzán
- Forecasting the 2006 Democratic Party Takeover of the U.S. House of Representatives, Carl Klarner and Stan Buchanan



Issue 5, Fall 2006

Special Feature: Should the Forecasting Process Eliminate Face-to-Face Meetings?

- How to Make Better Forecasts and Decisions: Avoid Face-to-Face Meetings, J. Scott Armstrong
- Commentary: Forecasting Meetings Are Really Not About Forecasting, Marcus O'Connor
- Commentary: A Depersonalized Interactive Process Is the Key, Joe Smith
- Commentary: Business Objectives, Forecasters and Meetings, Jamilya Kasymova and Catalin Vieru
- Reply to Commentaries: How Practitioners Can Use Evidence-Based Findings, J. Scott Armstrong

Forecast Model Building – The Practical Issues

- To Include or Exclude an Explanatory Variable: Beware of Rules of Thumb, Peter Kennedy
- Commentary: Testing Multiple Periods Ahead May Be the Real Need, Roy Pearson
- Reply to Peter Kennedy, William Bassin

Forecast Process Improvement – Lessons From Successful Companies

- Managing Functional Biases in Organizational Forecasts, Rogelio Oliva and Noel Watson

The World of Forecasting

- How to Predict a Movie's Success at the Box Office, Ramesh Sharda and Dursun Delen
- A Retrospective on Forecasting Midterm Elections to the U.S. House of Representatives, Randall Jones and Alfred Cuzán

Software Review: Forecasting with SAP

- Introduction, Ulrich Küsters
- The New SAP Forecasting and Replenishment Solution: Is It an Improvement over mySAP ERP?, Norman Götz and Carsten Köhler
- Forecasting for Worldwide Supply Chain Processes with SAP's APO, Christoph Seeger



Issue 4, June 2006

Special Feature: Forecasting for Call Centers

- Nano Forecasting: Forecasting Techniques for Short-Term Intervals, Jay Minnucci
- Forecasting Call Flow in a Direct Marketing Environment, Peter Varisco
- Forecasting Weekly Effects of Recurring Irregular Occurrences, Dan Rickwalder
- Commentary on Call Center Forecasting, Tim Montgomery

Forecast Process Improvement – Lessons From Successful Companies

- Managing the Introduction of a Structured Forecast Process: Transformation Lessons from Coca-Cola Enterprises, Inc., Simon Clarke
- Breaking Down Barriers to Forecast Process Improvement, Mark Moon

Special Feature: Forecast-Accuracy Metrics for Inventory Control and Intermittent Demand

- Measuring Forecast Accuracy: Omissions in Today's Forecasting Engines and Demand-Planning Software, Jim Hoover
- Forecast-Accuracy Metrics for Intermittent Demands: Look at the Entire Distribution of Demand, Tom Willemain
- Accuracy and Accuracy-Implication Metrics for Intermittent Demand, John Boylan and Aris Syntetos
- Another Look at Forecast-Accuracy Metrics for Intermittent Demand, Rob J. Hyndman

Forecasting Principles And Methods

- Tips for Forecasting Semi-New Products, Bill Tonetti
- Lessons From Thomas Edison's Technological and Social Forecasts, Steven Schnaars

Book Review

- Anirvan Banerji reviews *Fooled by Randomness: The Hidden Role of Chance in Life and in the Markets* by Nassim Nicholas Taleb



Issue 3, February 2006

Special Feature: The Keys to the White House: Forecast for 2008, Alan J. Lichtman

- Index Methods for Forecasting: An Application to the American Presidential Elections, J. Scott Armstrong and Alfred Cuzán

Improving The Forecasting Process: Two Case Studies

- Measuring the Efficiency of an Informal Forecasting Process, Robert W. Samohyl
- Forecasting as a Business Process, Mario Sepulveda-Guzman, Michael E. Smith and George M. Mechling
- Commentary: Putting Forecast Accuracy Into Perspective, Kenneth B. Kahn

Forecasting Principles and Methods

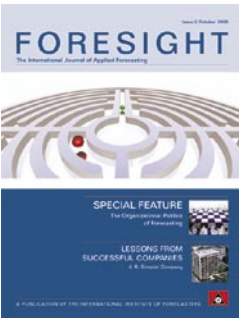
- Increasing the Credibility of Your Forecasts: 7 Suggestions, Roy L. Pearson
- Credit Scoring: The State of the Art, Lyn C. Thomas

Software: Spotlight on Excel For Data Analysis and Forecasting

- On the Use and Abuse of Microsoft Excel, Paul J. Fields
- The Unreliability of Excel's Statistical Procedures, Bruce McCullough
- Incorrect Nonlinear Trend Curves in Excel, Rick Hesse

Book Review

- Roy Batchelor reviews *Dow 36,000: The New Strategy for Profiting from the Coming Rise in the Stock Market* by James Glassman and Kevin Hasset



Issue 2, October 2005

Special Feature: The Organizational Politics of Forecasting

- Six Steps to Overcome Bias, Elaine Deschamps
- The Impact of Corporate Culture on Sales Forecasting, John E. Mello
- How to Assess the Effect of Organizational Politics on the Efficiency of the Forecasting Process, Michael Gilliland
- Commentary on the Organizational Politics of Forecasting, Donald Tynes
- Commentary on the Organizational Politics of Forecasting, Emmet Jones

Forecasting Processes – Lessons From Successful Companies

- Managerial Judgment: Best as an Input to the Statistical Forecasting Process, Rob Dhuyvetter
- My Life as Soothsayer: 25 Years of Forecasting at British Telecom, C. Mason

Forecasting Principles and Methods

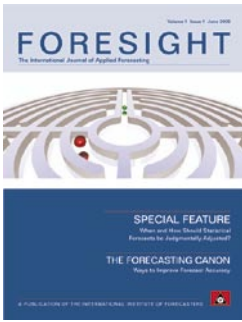
- To Include or Not to Include an Explanatory Variable: That is the Question, William Bassin
- A Primer on Forecasting with Neural Networks, Roy Batchelor

Books and Software

- Filling a Gap in the Demand Planning Spectrum: Jim Hoover reviews Demands Works Express 3.5
- Paul Goodwin reviews *Collaborative Planning, Forecasting and Replenishment: How to Create a Supply Chain Advantage* by Dirk Seifer

Forecasting Faqs

- The War in Iraq: Should We Have Expected Better Forecasts?, Kesten Green and J. Scott Armstrong



Issue 1, June 2005

Special Feature: When and How to Judgmentally Adjust Statistical Forecasts, Nada Sanders

- How to Integrate Management Judgment with Statistical Forecasts, Paul Goodwin
- Judgmental Adjustment: A Challenge for Providers and Users of Forecasts, Dilek Önkal and M. Sinan Gönül
- Relative Merits of Different Ways of Combining Judgment With Statistical Forecasts, Nigel Harvey
- Commentary on the Judgmental Adjustment of Statistical Forecasts, Anthony Lee
- Commentary on the Integration of Sales and Product-Management Input with Statistical Forecasts, Lucy Kjolso

Forecasting Processes – Lessons From Successful Companies

- The Sales Forecasting Evolution at Brooks Sports, Thomas Ross

Forecasting Principles and Methods

- The Forecasting Canon: Nine Generalizations to Improve Forecast Accuracy, J. Scott Armstrong
- Intermittent and Lumpy Demand: A Forecasting Challenge, John Boylan
- Case Study: Integrating Consumer Demand to Improve Shipments Forecasts, Charles Chase

Books and Software

- How to Evaluate the Forecasting Ability of Demand-Planning Software, Jim Hoover
- Nada Sanders reviews *Demand Management Best Practices* by Colleen Crum and George Palmatier

Recognition For Forecasting Accuracy: Politicalforecasting.com

- How We Computed the Pollyvote, Alfred Cuzán, J. Scott Armstrong, and Randall Jones, Jr.

Frequently Asked Questions on Forecasting

- What Forecasting Can Do For You, Kesten Green