



contents

“Knowledge of truth is always more than theoretical and intellectual. It is the product of activity as well as its cause. Scholarly reflection therefore must grow out of real problems, and not be the mere invention of professional scholars.”

JOHN DEWEY, UNIVERSITY OF VERMONT

3	Note from the Editor		
	special feature on supply-chain forecasting	PLN,	
5	Preview	MGR	Len Tashman
6	Choosing and Achieving a Target Service Level		Tom Willemain
11	How Should a Company Set Service Levels? Perception vs. Reality		Shaun Snapp
	forecasting perspectives		
18	Forecasting the Impact of Artificial Intelligence <i>Part 3 of 4: The Potential Effects of AI on Businesses, Manufacturing, and Commerce</i>	GEN	Spyros Makridakis
	long-range forecasting		
33	The Future of Work in the United States: Projections of Occupational Employment to 2026	GEN	Ira Sohn
	collaboration in forecasting and planning		
39	Bridging the Distributor into a Collaborative Demand-and-Supply Planning Process	PLN, MGR	Can Eksoz & Dilek Önkal
	forecaster in the field		
46	Interview with Can Eksoz	GEN	
47	Mannheim Certificate of Forecasting Practice	GEN	Christian Schäfer

Article Coding: Managers (**MGR**), Modelers (**MOD**), Planners (**PLN**), General Audience (**GEN**)

FORESIGHT ADVISORY BOARD

Chairman: Jeffrey Hunt, *SHEA Business Solutions*
Carolyn Allmon, *Michael Foods*
Daniel Barrett, *LEGO*
Ellen Bonnell, *Hilti*
John Boylan, *Lancaster University*
Peter Catt, *Soltius NZ Ltd*
Simon Clarke, *Coca-Cola Refreshments*
Robert Fildes, *Lancaster Centre for Forecasting*
Alec Finney, *Pharma Forecast Insight*
Ram Ganeshan, *College of William and Mary*
Jim Hoover, *Accenture*
Jamilya Kasymova, *Marriott International*
Mark Little, *SAS*
Joseph McConnell, *McConnell Chase Software Works*
Mark Moon, *University of Tennessee*
Steve Morlidge, *CatchBull Ltd*
David Orrell, *Systems Forecasting*
John Pope, *Investment Economics*
Christian Schäfer, *Cooperative State University of Baden-Württemberg*
Jerry Shan, *Huawei*
Sujit Singh, *Arkieva*
Shaun Snapp, *Brightwork Research and Analysis*
Eric Stellwagen, *Business Forecast Systems*
Bill Tonetti, *Demand Works*
John Unger, *Boise Paper*
Tom Willemain, *Smart Software*

FORESIGHT, an official publication of the International Institute of Forecasters, seeks to advance the practice of forecasting. To this end, it will publish high-quality, peer-reviewed articles, and ensure that these are written in a concise, accessible style for forecasting analysts, managers, and students.

Topics include:

- Design and Management of Forecasting Processes
- Forecast Model Building: The Practical Issues
- Forecasting Methods Tutorials
- Forecasting Principles and Practices
- S&OP and Collaborative Forecasting
- Forecasting Books, Software and Other Technology
- Applications in Political, Climate and Media Forecasting
- Long-Range and Strategic Forecasts
- Case Studies

Contributors of articles include:

- Analysts and managers, examining the processes of forecasting within their organizations
- Scholars, writing on the practical implications of their research
- Consultants and vendors, reporting on forecasting challenges and potential solutions

All invited and submitted papers will be subject to a blind editorial review. Accepted papers will be edited for clarity and style.

FORESIGHT welcomes advertising. Journal content, however, is the responsibility of, and solely at the discretion of, the editors. The journal will adhere to the highest standards of objectivity. Where an article describes the use of commercially available software or a licensed procedure, we will require the author to disclose any interest in the product, financial or otherwise. Moreover, we will discourage articles whose principal purpose is to promote a commercial product or service.

FORESIGHT is published by the International Institute of Forecasters, Business Office: 53 Tesla Avenue, Medford, MA 02155 USA

©2018 International Institute of Forecasters (ISSN 1555-9068)

FORESIGHT

EDITOR Len Tashman
lentashman@forecasters.org

ASSOCIATE EDITORS
Stephan Kolassa
stephan.kolassa@sap.com

Chris Gray
cgray@grayresearch.com

COLUMN EDITORS
FINANCIAL FORECASTING Roy Batchelor
r.a.batchelor@city.ac.uk

FORECASTING PRACTICE Mike Gilliland
Mike.Gilliland@sas.com

FORECASTING SUPPORT SYSTEMS
Fotios Petropoulos
f.petropoulos@bath.ac.uk

HOT NEW RESEARCH Paul Goodwin
mnspeg@management.bath.ac.uk

LONG-RANGE FORECASTING Ira Sohn
imsfnc@gmail.com

PREDICTION MARKETS Andreas Graefe
graefe.andreas@gmail.com

S&OP John Mello
jmello@astate.edu

SUPPLY CHAIN FORECASTING Aris Syntetos
SyntetosA@cardiff.ac.uk

FORESIGHT STAFF
DESIGN AND PRODUCTION Liza Woodruff
liza@lizawoodruff.com

MARKETING AND AD SALES
Pam Stroud
pamstroud@forecasters.org

Stacey Hilliard
staceyhilliard@forecasters.org

MANUSCRIPT AND COPY EDITING
Ralph Culver
letter_perfect@fast-email.com

Mary Ellen Bridge
me.foresight@comcast.net

ADVISORY BOARD AND NEWS NOTES
Holly Lancaster
hollylancaster@forecasters.org

SUBSCRIPTIONS Pam Stroud, IIF Business Director
forecasters@forecasters.org