



## Issue 77 2025: Q2

### Note from the Editor

#### Valedictory

- Twenty Years On: How Is Forecasting Faring?

#### Forecasting Competitions

- Learnings from the VN1 Forecasting Competition

#### Decision Intelligence

- Decision Modeling to Increase Forecast Usability

#### Performance Evaluation

- The Trade-Offs between Forecasting Performance and Computational Cost

### Forecasting Methods

- Two-Part Forecasting for Time-Shifted Metrics

### AI and Machine Learning

- Retrieval-Augmented Forecasting: Bridging Human Insight and Machine Precision

### Opinion-Editorials

- The Mythical Influence of Metric Asymmetry
- Systems Thinking to Address Sustainability



## Issue 76 2025: Q1

### Note from the Editor

#### Special Feature: Strategic Forecasting in Biopharma

- Preview of Special Feature
- Probability Assessments to Support Portfolio Management at Eli Lilly
- Neural Network Models to Predict Clinical Trial Completion
- The Impact of Events and Order of Entry
- Forecasting the Uptake of Gene Therapies
- Long-Term Product Forecasting in Pharmaceuticals
- Addressing Bias in Pharmaceutical Pipeline Forecasting

### Opinion-Editorials

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- The Insufficiency of Looking at Forecast Accuracy Alone

### Minitutorial

- Brier Score vs. Log Score



## Issue 75 2024: Q4

### Note from the Editor

#### Special Feature: Large Language Models

- Large Language Models as Benchmarks in Forecasting Practice
- LLMs, Data Leakage, Bullshit, and Botshit
- *Commentary*: Can LLMs Provide Good Forecasts?

#### Special Feature: Forecasting Performance Objectives

- Reply to the Commentaries: A Plea for the Ranked Probability Score

#### Forecast Evaluation

- Unethical Behavior in Forecast Accuracy Evaluation

### Forecasting Competitions

- Limiting Extreme Behavior in Forecasting Competitions

### Tutorial

- Linear Regression with a Time Series View  
Part 4: Logistic Regression for Binary Outcomes

### Review

- *Global Energy Outlook 2024: Peaks or Plateaus?*  
by Daniel Raimi, Yuqi Zhu, Richard G. Newell, and Brian C. Prest

### Minitutorial

- The Brier Score and Its Decomposition



## Issue 74 2024: Q3

### Note from the Editor

#### Preview of 2025 Special Feature

- Alliance or Apathy? Forecasting's Role in Achieving the U.N. Sustainable Development Goals
- Special Feature: Forecasting Performance Objectives**
- Scaling-Aware Forecast Rating
- *Commentary*: A Good Correction for Forecastability
- *Commentary*: A Major Milestone for Forecast Accuracy Summarization
- *Commentary*: The Scaling Trap in Retail Forecasting

### Practitioner's Corner

- How Do I Set Forecast Accuracy Expectations?

### Hot New Research

- Information that Can Damage Your Demand Forecasts

### Forecasting Practice

- Forecast Desirability: Is Better the Enemy of Good?
- Point Forecast Evaluation: State of the Art

### Tutorial

- Linear Regression with a Time Series View  
Part 3: Qualitative Predictor Variables

### Decision Intelligence

- Decision Intelligence: A Critical Reflection

### Spotlight

- Marina Sologubova

### Opinion-Editorial

- A Planner-centric Approach to Judgmental Forecasting



## Issue 73 2024: Q2

### Note from the Editor

#### Retrospective

- Failing to Pay Attention to Error: Our Greatest Error

#### Special Feature Revisited: FVA Critique and Commentaries

- A Critical Evaluation of the Assumptions of Forecast Value Added
- *Commentary*: FVA: The Gold Standard for Collaborative Forecasting
- *Commentary*: Using FVA the Right Way
- *Commentary*: Apologia pro Forecast Value Added
- *Commentary*: FVA Remains Relevant and Valuable

- *Commentary*: How to Properly Leverage FVA

### Forecast Modeling

- LLMs and Foundational Models: Not (Yet) as Good as Hoped

### Tutorial

- Linear Regression with a Time Series View Part 2: Multiple Linear Regression

### Prediction Markets

- The Accuracy of Prediction Markets

### Book Reviews

- *Judgment in Predictive Analytics*, edited by Matthias Seifert
- *The Age of Prediction: Algorithms, AI, and the Shifting Shadows of Risk* by Igor Tulchinsky and Christopher E. Mason

### Spotlight

- Eric Stellwagen

### Minitutorial

- Interactions in Forecasting



## Issue 72 2024: Q1

### Note from the Editor

#### In Memoriam: J. Scott Armstrong (1937-2023)

- Iconoclast and Champion of Science for Practical Purposes
- Lessons from a Mentor and Friend
- Scott Armstrong's Scientific Legacy

#### Forecast Evaluation

- The Forecaster's Evaluation Dilemma

#### IJF Research

- Combining Probability Predictions

#### Forecast Modeling

- Estimating Predictive Probability of Success
- Accuracy vs. Runtime with Multiple Seasonalities

#### Tutorial

- Linear Regression with a Time Series View Part 1: Simple Linear Regression

#### Public Policy

- How Well Can Social Scientists Forecast Societal Change?

#### Special Feature: Decision Intelligence

- A Case for a More Decision-centric IBP
- How Decision Intelligence Integrates Forecasting, AI, and Data into Complex Decisions

#### Book Reviews

- *Sales & Operations Planning – An Executive Update* by Robert A. Stahl
- *Power and Prediction: The Disruptive Economics of Artificial Intelligence* by Ajay Agrawal, Joshua Gans, and Avi Goldfarb
- *Demand Forecasting for Executives and Professionals* by Stephan Kolassa, Bahman Rostami-Tabar, and Enno Siemsen

#### Spotlights

- Sevvandi Kandanaarachchi
- Roben Crevits

#### Opinion-Editorials

- In Pursuit of Consumption-Based Forecasting



## Issue 71 2023: Q4

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#### In Memoriam: John Boylan (1959-2023)

#### On John Boylan's Contributions to *Foresight*

#### Special Feature: Forecast Value Added

- 20 Years of FVA: A Critical Retrospective
- Enhancements to the Forecast Value Added Framework
- A Critical Review of Forecast Value Added
- Two Process Changes Based on FVA Findings
- The Potential of FVA for Driving Process Improvement

- Judgmental Adjustments in Demand Planning: Their Motivation and Success

#### Special Feature: Forecasting Software

- The Effective Use of External Signals and Human Inputs
- The Need for Risk Management in Forecasting Software
- Entering the Golden Age of Mixed Frequency Forecasting
- A Glimpse into the Future of Forecasting Software

- How Will Generative AI Influence Forecasting Software?
- What Do We Learn from Forecasting Software Surveys?

### Book Reviews

- *Escape from Model Land* by Erica Thompson
- *The Scientific Method: A Guide to Finding Useful Knowledge* by J. Scott Armstrong & Kesten C. Green

### Spotlights

- Shari De Baets
- Joe McConnell

### Opinion-Editorials

- Sustainability in Forecasting
- Forecasts for Infrastructure – A Crisis Confronting the Economy



### Issue 70 2023: Q3

#### Note from the Editor

#### Special Feature: Pitfalls in Forecast Evaluation

- Common Pitfalls and Better Practices in Forecast Evaluation for Data Scientists
- *Commentary*: A Practitioner's View on the Common Pitfalls
- *Commentary*: Idealism – Make Way for Realism

#### Cross-Learning

- Cross-Learning with Short Seasonal Time Series
- *Commentary*: PICS, or, Why Stop at PIC?
- *Commentary*: Exponential Smoothing in the Spotlight Again

#### Commentaries on 2023 Q:1 Special Feature

- The Limitations of Forecasts and Plans on Decision Making

#### Government and Public Policy

- The Organizational Politics of Forecasting Revisited: Collaborative Budget Forecasting Meets the COVID-19 Pandemic

### Book Reviews

- *Change & Chance Embraced* and *Four P's in a Pod*
- *Demand Forecasting Best Practices*
- *Megathreats: Ten Dangerous Trends that Imperil Our Future, and How to Survive Them*

### Practitioner's Corner

- The 10 Lies Told in Consensus Meetings

#### Preview of Q4 Special Feature: The Current State and Future Direction of Forecasting Software

- What Is Wrong with Demand Planning Software?

### Spotlight

- Mark Chockalingam
- Malvina Marchese

### Opinion-Editorials

- Forecasting: A Critical Enabler of the Circular Economy
- All Hail the Flatline Forecast!
- The Technological Limits to Forecasting

### Minitutorials

- Forecasting New Product Adoption Using S-Curves





## Issue 69 2023: Q2

### Note from the Editor

#### Special Feature: Is It Time to Retire the MAPE?

- Time to Retire the MAPE
- *Commentary*: How We Deal with Zero Actuals Has a Huge Impact on the MAPE and Optimal Forecasts
- *Commentary*: MAPE, What Else?

#### Special Feature: When and What Not to Forecast

- Should We Always Use Forecasts when Facing the Future?
- *Commentary*: To Forecast or Not to Forecast?

- *Commentary*: When to Be Careful about Forecasting

#### Commentaries on 2023 Q:1 Special Feature

- There Is More Uncertainty than Just Demand
- Supply Chain Forecasting – Is the Juice Worth the Squeeze?
- You Think You're Measuring Accuracy?

#### Practitioner's Corner

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#### Financial Forecasting

- Policy Predictability: The Case of Forward Guidance by Central Banks

#### Long-range Forecasting

- Long-term Projections of Water Supply and Demand

#### Machine Learning & AI

- Reducing Forecast Instability with Global Deep Learning Models

#### Spotlight

- Elaine Deschamps
- Niles Perera

#### Opinion-Editorials

- How to Increase Forecast Accuracy
- The Impact of Large Language Models like ChatGPT on Forecasting
- Comparing Artificial Intelligence and Nonlinear Regression Models: The Issue of Test Design

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- RAE Measures Value Added and Allows for Forecastability



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### Note from the Editor

#### Tributes to Len Tashman

#### Special Feature: Does Forecast Accuracy Even Matter?

- Does Improved Forecast Accuracy Translate to Business Value?
- Using Simulation to Determine When Forecast Accuracy Matters
- Increased Bullwhip in Retail: A Side Effect of Improving Forecast Accuracy with More Data?
- Measuring the Cost of Forecast Error
- Why Does Forecast Accuracy Matter?
- Better Forecasts or More Appropriate Stock Control Policies?

- Accuracy and Usefulness in Applied Forecasting

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- Why Do We Talk about Forecast Accuracy Measures (So Much)?

#### Integrated Business Planning

- A New Approach to Business Planning during Crises
- Commentary

#### Spotlight

- Oye bimpe Adeniji
- Anne-Flore Elard

#### Opinion-Editorials

- Business Forecasting: Issues, Current State, and Future Direction

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- **Forecast Value Added**
- The Pinball Loss for Quantile Forecasts



## Issue 67 2022: Q4

### Note from the Editors

#### Special Feature: Collaborative Forecasting

- To Share or Not to Share? The Future of Collaborative Forecasting
- Commentary: Asymmetry of Data Ownership
- Commentary: Legal Ramifications and FVA of Data Sharing
- Commentary: Federated Data and Learning in the Supply Chain
- Commentary: Third-Party Data Providers

#### Book Reviews

- *Histories of the Future* by Jonathon P. Karelse

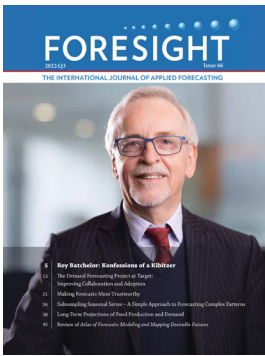
- *Atlas of Forecasts* by Katy Börner

#### Forecasting Practice

- Toward a One-Number Forecast: Cross-Temporal Hierarchies
- Commentary: The Software Gap
- Reply to Simon Clarke Commentary

#### Behind the Scenes

- The IIF Forecasting Impact Podcast
- Instructions for *Foresight* Authors



## Issue 66 2022: Q3

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#### Tribute to Roy Batchelor

- Konfessions of a Kibitzer
- Batchelor Party

#### Special Feature: Achieving Trust and Adoption

- The Demand Forecasting Project at Target: Improving Collaboration and Adoption
- Making Forecasts More Trustworthy
- Commentary on “Making Forecasts More Trustworthy”

### Hot New Research

- Subsampling Seasonal Series – A Simple Approach to Forecasting Complex Patterns

### Long-Range Forecasting

- Long-Term Projections of Food Production and Demand

### Book Review

- A Picture Is Worth a Thousand Words: *Atlas of Forecasts: Modeling and Mapping Desirable Futures*



## Issue 65 2022: Q2

### Note from the Editor

#### Special Feature: Selecting a Best Model

- Representativeness: A New Criterion for Selecting Forecasts
- Commentary on Representativeness

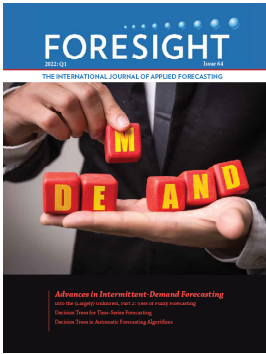
#### Forecasting Principles and Methods

- An Extension of Possibility Distributions in Fuzzy Forecasting
- STR: A Flexible New Decomposition Method for Analyzing and Forecasting Complex Time Series

- More Thoughts on STR

### Forecasting Practice

- One-Number Forecasting: A Solution for Silo Behavior?
- Commentary: One-Number Forecast: How Will It Be Used?
- The UFO Project (Usage of Forecasting in Organizations) Final Survey Results



## Issue 64 2022: Q1

### Note from the Editor

#### Special Feature: Forecasting Intermittent Demands

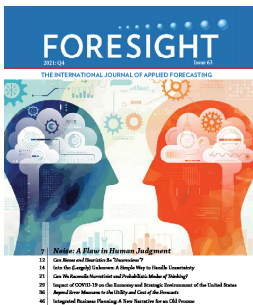
- Advances in Intermittent-Demand Forecasting
- Book Review: *Intermittent Demand Forecasting: Context, Methods and Applications*
- Commentary: Let's Look Next at Dynamics!
- Reply to Stephan Kolassa Commentary
- Forecasters in the Field: John Boylan and Aris Syntetos

#### Forecasting Perspectives

- Into the (Largely) Unknown, Part 2: Uses of Fuzzy Forecasting

#### Forecasting Methods Tutorial

- Decision Trees for Time-Series Forecasting
- Decision Trees in Automatic Forecasting Algorithms: The Implementation in Forecast Pro



## Issue 63 2021: Q4

### Note from the Editor

#### Book Review

- *Noise: A Flaw in Human Judgment* by Daniel Kahneman, Olivier Sibony, and Cass R. Sunstein

#### Commentary

- Can Biases and Heuristics Be “Unconscious”?

#### Forecasting Principles and Methods

- Into the (Largely) Unknown: A Simple Way to Handle Uncertainty

- Can We Reconcile Narrativist and Probabilistic Modes of Thinking?

#### Long-Range Forecasting

- The Impact of COVID-19 on the Economy and Strategic Environment of the United States: A Review of Two New Studies

#### Forecast Performance Measurement

- Beyond Error Measures to the Utility and Cost of the Forecasts

#### Forecasting and Planning Perspectives

- Integrated Business Planning: A New Narrative for an Old Process



## Issue 62 2021: Q3

### Note from the Editor

#### Book Review

- *Resurrecting Retail: The Future of Business in a Post-Pandemic World* by Doug Stephens

#### Forecasting Methods

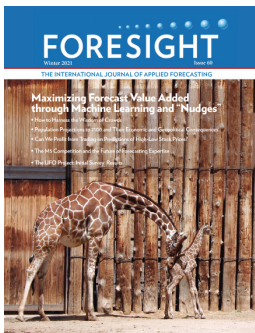
- Forecasting Demand during COVID—The Case of Wayfair

#### Forecasting and Planning Perspectives

- Strategy in Uncertain Times: Lenses to Approach Decision Making, Forecasting, and Planning

### Special Feature: A Better Crystal Ball

- Introduction
- A Better Crystal Ball: The Right Way to Think About the Future
- Scenarios and Probabilities: Incompatible or Complementary?
- Risk versus Uncertainty
- Scenarios with Probabilities for Financial Forecasting
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- Uncertainty Is the Human Condition
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## Issue 61 2021: Q2

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#### Special Feature

- Mitigating Unconscious Bias in Forecasting
- *Commentary: The Case for Parsimonious Intervention*
- *Commentary: Cross-Disciplinary Approaches to Supply-Chain Issues*

#### Supply-Chain Forecasting

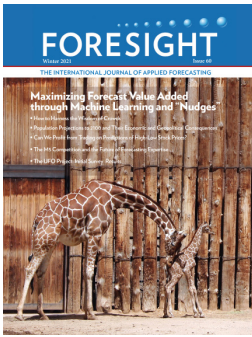
- The Great Toilet Paper Buy: Lessons for the Supply Chain

#### Forecasting and Planning Perspectives

- Combining Humans and Machines in an Emerging Form of Enterprise: The Humachine
- *Commentary: AI Is Here to Automate the Knowledge Worker*
- *Commentary: ML Must Be Used with Care*
- *Commentary: A Brief Historical Perspective on Integrating New Technology*

#### Book Review

- *The Data Detective: Ten Easy Rules to Make Sense of Statistics* by Tim Harford



## Issue 60 Winter 2021

### Note from the Editor

#### Hot New Research

- How to Harness the Wisdom of Crowds

#### Special Feature

- Maximizing Forecast Value Added through Machine Learning and “Nudges”
- *Commentary*: Managing FVA
- *Commentary*: Another Role for ML in Forecasting

#### Long-Range Forecasting

- A Peek at the Next Century: Population Projections to 2100 and Their Economic and Geopolitical Consequences

#### Financial Forecasting

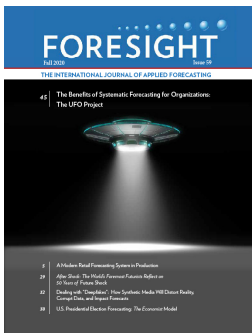
- Can We Profit from Trading on Predictions of High-Low Stock Prices?

#### Forecast Accuracy

- The M5 Competition and the Future of Human Expertise in Forecasting
- *Commentary*: We’ll Still Need Expertise
- *Commentary*: Will the Value of Forecasting Knowledge and Experience Diminish?
- *Commentary*: The M5 Competition: A Critical Appraisal
- *Commentary*: The M5 and the Future Role of Expertise
- *Commentary*: Academicians and Practitioners Will Thrive
- Reply to *Commentaries*

#### Forecasting Practice

- The UFO Project: Initial Survey Results



## Issue 59 Fall 2020

### Note from the Editor

#### Forecasting Practice

- A Modern Retail Forecasting System in Production
- *Commentary*: It’s the Soft Problems that Are Hard to Overcome
- Response to Commentary of Simon Clarke

#### Book Review

- *After Shock: The World’s Foremost Futurists Reflect on 50 Years of Future Shock*

#### Artificial Intelligence

- Dealing with “Deepfakes”: How Synthetic Media Will Distort Reality, Corrupt Data, and Impact Forecasts

#### Election Forecasting

- U.S. Presidential Election Forecasting: *The Economist* Model

#### Forecasting and Planning Perspectives

- The Benefits of Systematic Forecasting for Organizations: The UFO Project





## Issue 58 Summer 2020

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- *Hello World: How to Be Human in the Age of the Machine* by Hannah Fry

#### Forecasting Principles and Methods

- How to Choose among Three Forecasting Methods: Machine Learning, Statistical Models, and Judgmental Forecasts
- *Commentary*
- The M5: A Preview from Prior Competitions

#### Forecasting in Medicine

- Medical Errors in the Age of the Intelligent Machine

#### Forecasting Accuracy Measurement

- How Stagger Charts Can Improve Forecast Accuracy
- *Commentary*: Another Use of the Stagger Chart

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- Technology Support in Business Planning: Automation, Augmentation, and Human Centricity



## Issue 57 Spring 2020

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#### Forecasting Methods

- The M4 Forecasting Competition—Takeaways for the Practitioner
- *Commentary*: The M4 Competition and a Look to the Future
- Will Deep and Machine Learning Solve Our Forecasting Problems?

#### Forecaster in the Field

- Interview with Tim Januschowski

#### Book Review

- Two Cheers for *Rebooting AI*

#### Forecasting Practice

- Developing a Modern Retail Forecasting System: People and Processes

#### The World of Forecasting

- The Economic/Energy/Environmental Conundrum—Projections to 2050



## Issue 56 Winter 2020

### Note from the Editor

### Chris Gray in Memoriam

### Hot New Research

- Could These Recent Findings Improve Your Judgmental Forecasts?

### Forecast Principles and Methods

- Forecasting for Remanufacturing

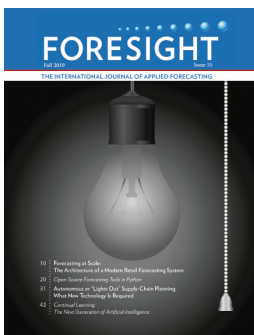
- *Commentary*: Why Is Forecasting for Remanufacturing Hard?

### Forecast Accuracy Measurement

- Monitoring Forecast Models Using Control Charts

### Forecasting and Planning Perspectives

- Smarter Supply Chains through AI
- Strategic IBP: Driving Profitable Growth in Complex Global Organizations
- Commentary on Strategic IBP
- Response to Pete Alle's Commentary



## Issue 55 Fall 2019

### Note from the Editor

### Forecasting Support Systems

- Forecasting at Scale: The Architecture of a Modern Retail Forecasting System

### Forecaster in the Field

- Interview with Phillip Yelland
- Open-Source Forecasting Tools in Python

### Forecasting and Planning Perspectives

- Autonomous or "Lights Out" Supply-Chain Planning:

### What New Technology Is Required

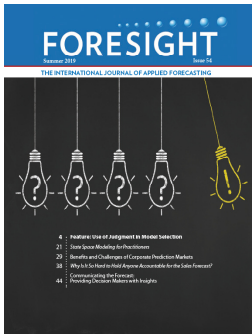
- Commentary: Close the Loop, Stabilize, and Respond

### Book Review

- *Forecasting: An Essential Introduction*

### Artificial Intelligence

- Continual Learning: The Next Generation of Artificial Intelligence
- Postscript to the Summer 2019 Issue



## Issue 54 Summer 2019

### Note from the Editor

#### Special Feature: Use of Judgment in Model Selection

- Judgmental Model Selection
- *Commentary*: A Surprisingly Useful Role for Judgment
- *Commentary*: Algorithmic Aversion and Judgmental Wisdom
- *Commentary*: Model Selection in Forecasting Software
- *Commentary*: Exploit Information from the M4 Competition

#### Book Review

- *Data Science for Supply Chain Forecast*

#### Forecasting Methods

- State Space Modeling for Practitioners

#### Prediction Markets

- Benefits and Challenges of Corporate Prediction Markets

#### Forecaster in the Field

- Interview with Thomas Wolfram

#### Forecasting Practice

- Why Is It So Hard to Hold Anyone Accountable for the Sales Forecast?
- Communicating the Forecast: Providing Decision Makers with Insights



## Issue 53 Spring 2019

### Note from the Editor

#### Special Feature

- Will You Become a Victim of Your Models?
- *Commentary*: The More Basic Questions for Forecasting the Supply Chain
- *Commentary*: Love and Disdain for Forecasting Models
- *Commentary*: Models Are Easy to Abuse
- *Commentary*: The Benefits of Advanced Modeling Techniques
- *Commentary*: Testing Models Is Critical

- *Response to Comments*

#### Forecasting Principles and Methods

- The Ten Commandments of Economic Forecasting

#### World of Forecasting

- *Commentaries* on Forecasting Medical Risks
- Medical Science and Practice: Does Anyone Want to Fix Them?
- Medicine and Risk Transfer

#### Forecast Error Measurement

- Monetized Forecast-Error Comparisons

#### Artificial Intelligence

- Forecasting the Impact of Artificial Intelligence: Another Voice
- Response to Lawrence Vanston

#### Forecaster in the Field

- Interview with Lawrence Vanston



## Issue 52 Winter 2019

### Note from the Editor

#### Book Review

- *The Little (Illustrated) Book of Operational Forecasting* by Steve Morlidge

#### Hot New Research

- Scenarios and Forecasts: Complementary Ways of Anticipating the Future?

#### Special Feature

- Forecasting the Future of Retail Forecasting
- Interview with Stephan Kolassa

- Commentary on “Forecasting the Future of Retail Forecasting”

### World of Forecasting

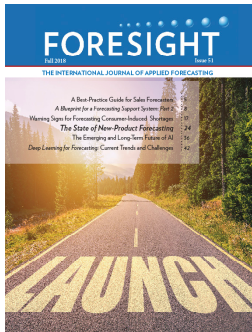
- Predicting Medical Risks and Appreciating Uncertainty

### Forecasting Practice

- A Classification of Business Forecasting Problems

### Artificial Intelligence

- Commentary on Spyros Makridakis’s article “Forecasting the Impact of Artificial Intelligence”



## Issue 51 Fall 2018

### Note from the Editor

#### Book Review

- *Profit from Your Forecasting Software: A Best-Practice Guide for Sales Forecasters* by Paul Goodwin

#### Forecasting Support Systems

- A Blueprint for Selecting and Implementing a Forecasting Support System: Part 2

#### Forecasters in the Field

- Interview with Matthias Lütke Entrup and Dennis Goetjes

### Forecasting Practice

- Warning Signs for Forecasting Consumer-Induced Shortages
- The State of New-Product Forecasting

### Forecasting Perspectives

- Forecasting the Impact of Artificial Intelligence, Part 5: *The Emerging and Long-Term Future*
- Deep Learning for Forecasting: Current Trends and Challenges



## Issue 50 Summer 2018

### Note from the Editor

#### Forecasting Perspectives

- Forecasting the Impact of Artificial Intelligence Part 4 of 5: *Blockchain (BC) Technology, the Integration of BC and AI, and the Road to Intelligence Augmentation (IA)*

#### Forecasting Support Systems

- A Blueprint for Selecting and Implementing a Forecasting Support System

#### Sales and Operations Planning

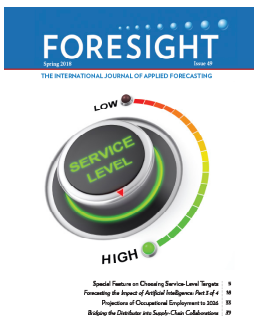
- How Big Data Could Challenge Planning Processes across the Supply Chain
- Commentaries on “Misconceptions, Missteps, and Bad Practices in S&OP”
- S&OP Vision, Culture, and Language
- A Cautionary Tale from a Former Operations Planner

#### Forecasting Methods

- Deep Learning for Forecasting

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- Outcome Prediction in the Practice of Law



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### Note from the Editor

#### Special Feature on Supply Chain Forecasting

- Preview
- Choosing and Achieving a Target Service Level
- How Should a Company Set Service Levels? Perception vs. Reality

#### Forecasting Perspectives

- Forecasting the Impact of Artificial Intelligence Part 3 of 4: *The Potential Effects of AI on Businesses, Manufacturing, and Commerce*

#### Long-Range Forecasting

- The Future of Work in the United States: Projections of Occupational Employment to 2026

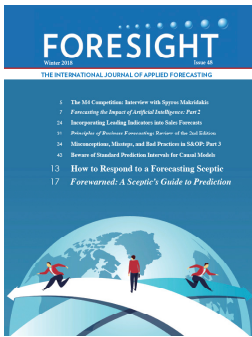
#### Collaboration in Forecasting and Planning

- Bridging the Distributor into a Collaborative Demand-and-Supply Planning Process

#### Forecaster in the Field

- Interview with Can Eksoz

#### Mannheim Certificate of Forecasting Practice



## Issue 48 Winter 2018

### Note from the Editor

### The M4 Competition: Interview with Spyros Makridakis Forecasting Perspectives

- Forecasting the Impact of Artificial Intelligence (AI), Part 2 of 4: Examining Four Scenarios of Possibility
- How to Respond to a Forecasting Sceptic
- Review of *Forewarned: A Sceptic's Guide to Prediction*

### Forecasting Methods

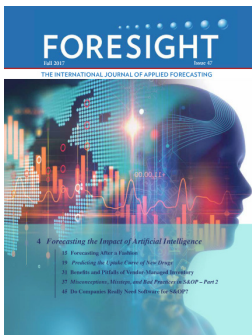
- Incorporating Leading Indicators into Sales Forecasts
- *Principles of Business Forecasting*: Review of the 2nd Edition

### Collaborative Forecasting and Planning Practices

- Misconceptions, Missteps, and Bad Practices in S&OP, Part 3: Automating at the Expense of Judgment and Accountability

### Forecast Accuracy Measurement

- Beware of Standard Prediction Intervals for Causal Models



## Issue 47 Fall 2017

### Note from the Editor

### Special Feature on Artificial Intelligence

- Introduction
- Forecasting the Impact of Artificial Intelligence (AI)
- Interview with Spyros Makridakis

### Hot New Research

- Forecasting After a Fashion

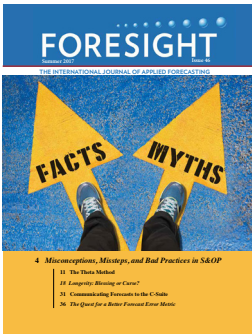
### Pharmaceutical Forecasting

- Predicting the Uptake Curve of New Drugs

### Collaborative Forecasting and Planning Practices

- Principles, Benefits, and Pitfalls of Vendor-Managed Inventory
- Misconceptions, Missteps, and Bad Practices in S&OP – Part 2
- Do Companies Really Need Software for S&OP?





## Issue 46 Summer 2017

### Note from the Editor

#### Sales and Operations Planning

- Misconceptions, Missteps, and Bad Practices in S&OP

#### Forecasting Methods Tutorial

- The Theta Method

#### Long-Range Forecasting

- Longevity: Blessing or Curse?

#### Forecasting Practice

- Communicating Forecasts to the C-Suite: A Six-Step Survival Guide

#### Forecasting Accuracy Measurement

- The Quest for a Better Forecast Error Metric: Measuring More than the Average Error

#### Forecaster in the Field

- Interview with Stefan de Kok



## Issue 45 Spring 2017

### Note from the Editor

#### Earnings Forecasts: The Bias Is Back

#### Special Feature

- Is Big Data the Silver Bullet for Supply-Chain Forecasting?
- *Commentary*: Becoming Responsible Consumers ... of Big Data
- *Commentary*: Customer vs. Item Forecasting
- *Commentary*: Big Data or Big Hype?
- *Commentary*: Big Data, a Big Decision

- *Commentary*: Big Data and the Internet of Things

#### Forecaster in the Field

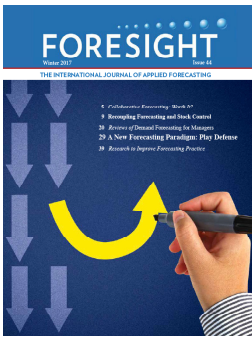
- Interview with Shaun Snapp

#### Prediction Markets

- Prediction Market Performance in the 2016 U.S. Presidential Election

#### Sales and Operations Planning

- How to Shape a Company Culture with S&OP
- *Commentary* on "How to Shape a Company Culture with S&OP": Building and Maintaining Trust



## Issue 44 Winter 2017

### Note from the Editor

### Hot New Research

- Collaborative Forecasting: Is It Always Worth It?

### Forecasting Principles and Methods

- Recoupling the Forecasting and Stock-Control Processes

### Book Reviews

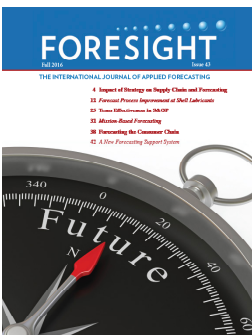
- *Demand Forecasting for Managers*

### Forecasting Perspectives

- Changing the Paradigm for Business Forecasting
- *Commentary* on “Changing the Paradigm for Business Forecasting”

### Forecasting Practice

- Research into Forecasting Practice
- *Commentary* on “Research into Forecasting Practice”



## Issue 43 Fall 2016

### Note from the Editor

### Forecasting Perspectives

- The Impact of Strategy on Supply Chain and Forecasting

### Forecasting Principles and Methods

- Forecast Process Improvement at Shell Lubricants

### Collaborative Forecasting and Planning

- Achieving S&OP Success: How Principles of Team Effectiveness Can Help

### Forecasting Practice

- Mission-Based Forecasting: Demand Forecasting for Military Operations
- Sales Forecasts for the Consumer Chain: Are We Kidding Ourselves?

### Forecasting Support Systems

- Off-the-Shelf vs. Customized Forecasting Support Systems



## Issue 42 Summer 2016

### Note from the Editor

#### Sales & Operations Planning

- An S&OP Communication Plan: The Final Step in Support of Company Strategy

#### Forecaster in the Field

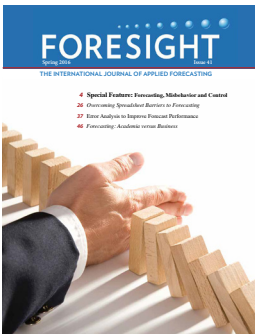
- Interview with Niels van Hove

#### Strategic Forecasting

- Step Aside, Climate Change –Get Ready for Mass Unemployment

### Special Feature: Closing the Gap Between Academia and Business Forecasting

- Forecasting: Academia versus Business
- *Commentary*: It Takes Two to Tango
- *Commentary*: Academic Frameworks for Practitioner Use
- *Commentary*: Refocusing Forecasting Research
- *Commentary*: Research Needed on Advisory Forecasts
- *Commentary*: Two Sides of the Same Coin
- *Commentary*: The End vs. the Means
- *Commentary*: The Incentives Gap
- *Commentary*: That Feeling for Randomness



## Issue 41 Spring 2016

### Note from the Editor

#### Special Feature: Forecasting Misbehavior and Control

- Econs vs. Humans: Which Are We?
- Book Review of *Misbehaving* by Richard H. Thaler
- Misbehaving Agents
- Misbehavior in Forecasting Financial Markets
- Toward a More Rational Forecasting Process: Eliminating Sales-Forecasting Misbehaviors

- Misbehaving, Misdesigning, and Miscommunicating

#### Forecasting Support Systems

- Overcoming Barriers to Improving Forecast Capabilities
- Beyond S&OP and IBP to Enterprise Planning and Performance Management: A Commentary on the Need for New Technology

#### Forecasting Accuracy Measurement and Presentation

- Using Error Analysis to Improve Forecast Performance

#### Forecaster in the Field

- Interview with Mark Blessington
- Forecasting: Academia versus Business



## Issue 40 Winter 2016

### Note from the Editor

### Book Review

*Superforecasting: The Art and Science of Prediction*

### Forecasting Principles and Methods

- Bias-Variance Trade-offs in Demand Forecasting
- Sometimes It's Better to Be Simple than Correct

### Collaborative Forecasting and Planning

- Beyond S&OP and IBP to Enterprise Planning and Performance Management

### Forecaster in the Field

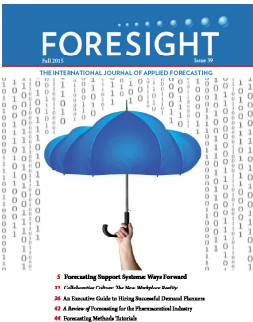
- Interview with Dean Sorensen

### Forecasting Practice

- Sales Quota Accuracy and Forecasting

### Strategic Forecasting

- TechCast's Top Ten Forecasts



## Issue 39 Fall 2015

### Note from the Editor

### Special Feature on Forecasting Support Systems

- Forecasting Support Systems: Ways Forward
- Commentaries

### Collaborative Forecasting and Planning

- Collaborative Culture: The New Workplace Reality
- An Executive Guide to Hiring Successful Demand Planners

### Forecasters in the Field

- Interview with Jack Harwell
- Interview with Neill Wallace

### Book Review

- *Forecasting for the Pharmaceutical Industry*

### Forecasting Methods Tutorial



## Issue 38 Summer 2015

### Note from the Editor

#### Hot New Research

- When Forecasting in the Supply Chain Gets Tough

#### Demand Forecast Modeling

- Incorporating Google Trends Data Into Sales Forecasting
- A Better Way to Assess the Quality of Demand Forecasts

#### Judgmental Adjustments to Statistical Forecasts

- Practical Considerations in Forecast Value Added (FVA) Analysis

- Judgmental Adjustments to Forecasts in the New Economy

#### Forecaster in the Field

- Interview with Pete Alle

#### Review Article

- Three Cheers for GDP – Warts and All!



## Issue 37 Spring 2015

### Note from the Editor

#### Special Feature

- From Sales & Operations Planning to Business Integration

#### Strategic Forecasting

- Thinking Big! Incorporating Macrotrends into Supply Chain Planning and Execution
- The United Nations Probabilistic Population Projections: An Introduction to Demographic Forecasting with Uncertainty

#### Prediction Markets

- Have Corporate Prediction Markets Had Their Heyday?

#### Forecast Principles and Methods

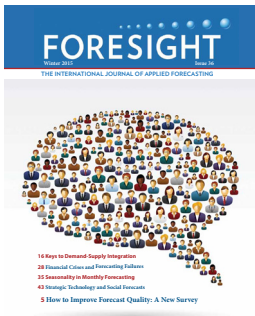
- Measuring the Quality of Intermittent-Demand Forecasts: It's Worse than We've Thought!

#### Book Review

- *Demand Forecasting for Inventory Control* by Nick T. Thomopoulos

#### Forecaster in the Field

- Interview with Fotios Petropoulos



## Issue 36 Winter 2015

### Notes from the Editor

#### Forecast Process Improvement

- Improving Forecast Quality in Practice
- Commentary

#### Sales and Operations Planning

- Internal and External Collaboration: The Keys to Demand-Supply Integration
- Commentary: Extension Beyond Fast-Moving Consumer Goods

#### Financial Forecasting

- Financial Crises and Forecasting Failures
- Commentary

#### Forecasting Intelligence

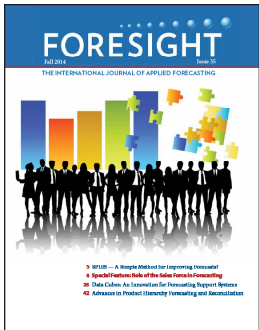
- Always in Season: Giving Due Respect to Seasonality in Monthly Forecasting

#### Forecaster in the Field

- Interview with Clive Jones

#### Strategic Forecasting

- Strategic Technology and Social Forecasts
- New *Foresight* Guidebook: *Techniques for Forecasting Product and Temporal Hierarchies*



## Issue 35 Fall 2014

### Notes from the Editor

#### Hot New Research

- SPIES — A Simple Method for Improving Forecasts?

#### Special Feature: Role of the Sales Force in Forecasting

- Role of the Sales Force in Forecasting
- Commentaries

#### Forecasting Support Systems

- Data-Cube Forecasting for the Forecasting Support System

#### Forecaster in the Field

- Interview with Igor Gusakov

#### Forecasting by Aggregation: Part 2

- Forecasting by Cross-Sectional Aggregation
- Optimally Reconciling Forecasts in a Hierarchy





## Issue 34 Summer 2014

### Notes from the Editor

#### Special Feature: Forecasting by Aggregation

- Introduction
- Forecasting by Temporal Aggregation
- Improving Forecasting via Multiple Temporal Aggregation

#### Forecaster in the Field

- Interview with Aris Syntetos

#### Book Reviews

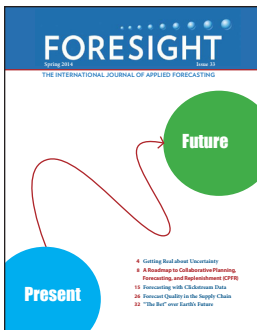
- *Fortune Tellers: The Story of America's First Economic Forecasters* by Walter A. Friedman
- *In 100 Years: Leading Economists Predict the Future* edited by Ignacio Palacios-Huerta

#### Forecasting Principles and Methods

- Forecasting for Revenue Management: An Introduction

#### Forecasting Accuracy Measurement

- Using Relative Error Metrics to Improve Forecast Quality in the Supply Chain



## Issue 33 Spring 2014

### Notes from the Editor

#### Hot New Research

- Getting Real about Uncertainty

#### Special Feature

- A Roadmap to Implementing CPFR
- Commentary: Challenges along the Road to Implementing CPFR

#### Forecasting Intelligence

- Clickstream Analysis for Forecasting Online Behavior

#### Forecasting Accuracy Measurement

- Forecast Quality in the Supply Chain

#### Forecasting Perspectives

- *The Bet* between Paul Ehrlich and Julian Simon over Earth's Future

#### Book Reviews

- *Predictive Business Analytics: Forward-Looking Capabilities to Improve Business Performance* by Lawrence S. Maisel and Gary Cokins
- *The Map and the Territory: Risk, Human Nature, and the Future of Forecasting* by Alan Greenspan



## Issue 32 Winter 2014

### Notes from the Editor

#### Special Feature

- Critical Skills for the Business Forecaster

#### Forecaster in the Field

- Interview with Sujit Singh

#### Forecasting Support Systems

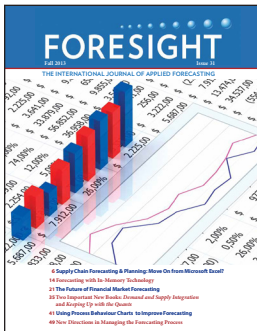
- Forecasting “In the Pocket”: Mobile Devices Can Improve Collaboration

#### Forecasting Methods Tutorial

- Regression Modeling for Business Forecasting

### Forecasting Principles and Practices

- Do Forecasting Methods Reduce Avoidable Error? Evidence from Forecasting Competitions
- The Beauty of Forecasting
- Energy Forecasting: Past, Present, and Future



## Issue 31 Fall 2013

### Notes from the Editor

#### Special Feature: Forecasting Support Systems

- Supply Chain Forecasting & Planning: Move On from Microsoft Excel?
- Forecasting with In-Memory Technology

#### Financial Forecasting

- The Future of Financial Market Forecasting: Five Trends Worth Watching

#### Forecaster in the Field

- Interview with Jeffrey Mishlove

#### Book Reviews

- *Demand and Supply Integration: The Key to World-Class Demand Forecasting* by Mark A. Moon
- *Keeping Up with the Quants: Your Guide to Understanding + Using Analytics* by Thomas H. Davenport and Jinho Kim

### Forecasting Principles and Practices

- Using Process Behaviour Charts to Improve Forecasting and Decision Making
- New Directions in Managing the Forecasting Process



## Issue 30 Summer 2013

### Notes from the Editor

#### Special Feature

- How Good Is a “Good” Forecast?: Forecast Errors and Their Avoidability

#### The Success Equation Book

- Is Success a Result of Skill or Luck?
- Tracking and Improving Our Performance in the Skill-Luck Continuum

#### Forecasting Methods Tutorial

- ARIMA: The Models of Box and Jenkins

#### Hot New Research Column

- Come Rain or Shine: Better Forecasts for All Seasons

#### Forecasting Intelligence

- Forecasting Consumer Purchases Using Google Trends

#### Book Review

- *Supply Chain Forecasting Software* by Shaun Snapp



## Issue 29 Spring 2013

### Notes from the Editor

#### Forecasting Principles and Practices

- Forecasting Revenue in Professional Service Companies
- FVA: A Reality Check on Forecasting Practices

#### S&OP and Collaborative Forecasting

- S&OP and Financial Planning
- Collaborative Forecasting: Beyond S&OP

#### Forecasting Methods

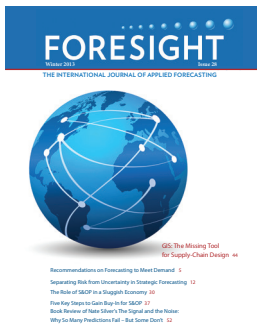
- Rare Events: Limiting Their Damage Through Advances in Modeling

#### Book Review

- *Practical Time Series Forecasting: A Hands-On Guide, 2nd edition* By Galit Shmueli

#### Long-Range Forecasting

- Megatrends and Game Changers: The U.S. National Intelligence Council’s “*Global Trends 2030: Alternative Worlds*”



## Issue 28 Winter 2013

### Notes from the Editor

#### Forecasting Methods: The Practical Issues

- Forecasting to Meet Demand
- How to Separate Risk from Uncertainty in Strategic Forecasting

#### Joe and Simon Sez

- Fostering Communication that Builds Trust

#### Sales and Operations Planning

- The Role of S&OP in a Sluggish Economy

- S&OP: Five Steps to Gaining Necessary and Appropriate Buy-In Forecaster in the Field

- Interview with Jason Boorman

#### Forecasting Support Systems

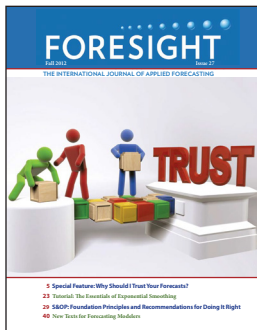
- GIS: The Missing Tool for Supply-Chain Design

#### Election Postmortem

- Combined Forecasts of the 2012 Election: The PollyVote

#### Book Review

- Nate Silver's The Signal and the Noise: Why So Many Predictions Fail – But Some Don't



## Issue 27 Fall 2012

### Notes from the Editor

#### Special Feature

- Why Should I Trust Your Forecasts?

#### Commentaries

- It's About the Quality of Interaction
- The Forecaster's Capability and Empowerment
- Trust in Forecasting, and the Myth of Neutrality
- The View Across the Supply Chain

#### Forecasting Methods Tutorial

- Exponential Smoothing: The Workhorse of Business Forecasting

#### Sales and Operations Planning

- S&OP Principles: The Foundation for Success
- Executive S&OP Implementation – Do It Right

#### Book Review

- *Principles of Business Forecasting* by Keith Ord & Rober Fildes and *Forecasting: Principles and Practice* by Rob Hyndman & George Athanasopoulos



## Issue 26 Summer 2012

### Notes from the Editor

#### Special Feature

- Forecastability: A New Method for Benchmarking and Driving Improvement

#### Forecaster in the Field

- Interview with Sean Schubert

#### Forecasting Meeting

- Questions from On High

#### Forecast Model Building

- The Application of Product-Group Seasonal Indexes to Individual Products
- Hemlines and the Economy: Which Goes Down First?

#### Forecast Support Systems

- Forecasting Software: Improving the User Experience

#### Book Review

- *Abundance: The Future Is Better Than You Think* by Peter Diamandis and Steven Kotler

#### Election Forecasting

- Reliable Forecasts of the 2012 Presidential Election
- Does Obama Keep the Keys to the White House?



## Issue 25 Spring 2012

### Notes from the Editor

#### Book Review

- *Thinking, Fast and Slow* by Daniel Kahneman

#### Forecasting Support Systems

- Guiding Principles for the Forecasting Support System

#### Joe and Simon Sez

- Our *Best Worst* Forecasting Mistakes

#### Forecasting Principles and Methods

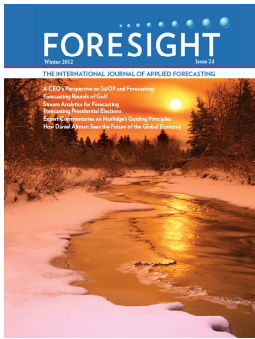
- Good Patterns, Bad Patterns
- Predicting Job Performance: The Moneyball Factor
- Designing the Forecasting Process to Manage Bias

#### Sales and Operations Planning

- Executive S&OP: Overcoming the “Catch-22” of Implementation

#### Forecasting Intelligence

- Forecasting for Fun Outside Your Cubicle



## Issue 24 Winter 2012

### Notes from the Editor

#### Forecasting Intelligence

- Stream Analytics for Forecasting

#### Election Forecasting

- The PollyVote's Year-Ahead Forecast of the 2012 U.S. Presidential Election
- Does a Presidential Candidate's Campaign Affect the Election Outcome?

#### Forecasting Methods

- Forecasting Rounds of Golf

### The Forecasting Process: Guiding Principles First Round of Commentaries

- Preview to the Commentaries
- There are More Fundamental Issues
- A Practical Handbook on Best Practice
- Elaboration on the Foundation Principles
- Elaboration on the Behavioral Principles
- Foundation Principles for Supply Chain Partners
- The Morlidge Guiding Principles vs. Armstrong's Principles of Forecasting
- Guiding Principles: Reply to Commentaries
- **Outrageous Fortunes:** *How Daniel Altman Sees the Future of the Global Economy*



## Issue 23 Fall 2011

### Note from the Editor

- Fall 2011 Issue

### Foresight Thank You and Upcoming Features

#### Special Feature

- The Forecasting Process: Guiding Principles Part 2

#### Hot New Research

- High on Complexity, Low on Evidence: Are Advanced Forecasting Methods Always as Good as They Seem?

### The Forecasting Meeting

- The Senior Managers' Monthly Forecasting Report

### Forecast Accuracy Measurement

- A "Softer" Approach to the Measurement of Forecast Accuracy
- Percentage Errors Can Ruin Your Day (and Rolling the Dice Shows How)

### Book Reviews

- *Scenario Planning in Organizations*, by Tom Chermack and *Scenario Thinking: Practical Approaches to the Future*, by George Wright and George Cairns

### Forecasting Methods Tutorial

- Forecasting with Structural Models and VARs: Relative Advantages and the Client Connection

### Prediction Markets

- Prediction Markets and the "Trough of Disillusionment"
- Reply to "Trough of Disillusionment"





## Issue 22 Summer 2011

### Note from the Editor

- Summer 2011 Issue

### Special Feature

- The Forecasting Process: Guiding Principles

### Forecasting Intelligence

- Using the International Futures Global Modeling System (IFs) for Alternative Scenarios by the Numbers

### Sales and Operations Planning

- Executive S&OP and The Cycle of Resolution: Resolving Conflict to Align Human Energy

### Joe and Simon Sez

- Forecasting Tools: Have They Upgraded the Forecasting Process?

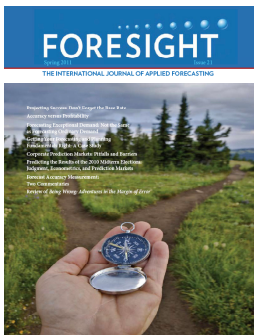
### Letter to the Editor

### Book Review

- *The World in 2050: Four Forces Shaping Civilization's Northern Future* by Laurence C. Smith

### Forecasting Support Systems

- A Forecasting Support System for Temperature-Controlled Transport



## Issue 21 Spring 2011

### Note from the Editor

- Spring 2011 Issue

### Book Review

- Being Wrong: Adventures in the Margin of Error by Kathryn Schulz

### Hot New Research

- Projecting Success: Don't Forget the Base Rate

### Financial Forecasting

- Accuracy versus Profitability

### Forecasting Principles and Methods

- Forecasting Exceptional Demand: Not the Same as Forecasting Ordinary Demand

### Forecaster in the Field

- Wilpen L. Gorr

### Forecast Process Improvement

- Getting Your Forecasting and Planning Fundamentals Right: A Case Study

### Prediction Markets

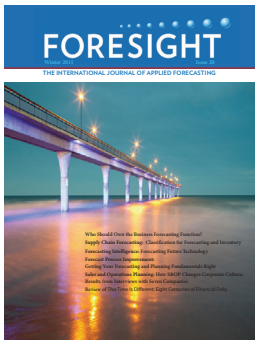
- Corporate Prediction Markets: Pitfalls and Barriers

### World of Forecasting

- Predicting the Results of the 2010 Midterm Elections: Judgment, Econometrics, and Prediction Markets

### Forecast Accuracy Measurement

- Two Commentaries



## Issue 20 Winter 2010

### Note from the Editor

- Entering 2011: The Winter Issue

### Joe and Simon Sez

- Who Should Own the Business Forecasting Function?

### Commentaries

### Book Review

- This Time Is Different: Eight Centuries of Financial Folly by Carmen M. Reinhart and Kenneth S. Rogoff

### Supply Chain Forecasting

- Classification for Forecasting and Inventory

### Forecasting Intelligence

- Forecasting Future Technology

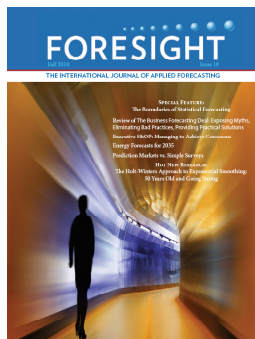
### Forecast Process Improvement

- Getting Your Forecasting and Planning Fundamentals Right

### Sales and Operations Planning

- How S&OP Changes Corporate Culture: Results from Interviews with Seven Companies

### Peter Kennedy: In Memoriam



## Issue 19 Fall 2010

### Note from the Editor

- A Capsule of the Fall 2010

### Book Review

- The Business Forecasting Deal: Exposing Myths, Eliminating Bad Practices, Providing Practical Solutions by Michael Gilliland

### Forecaster in the Field

- Mike Gilliland

### Special Feature: The Boundaries of Statistical Forecasting

- The Boundaries of Quantitative Forecasting Methods: Respecting the Limits of Determinism

### Commentaries

- In Some Ways the Situation is Even Worse
- The View from a Quantitative Forecaster
- The Limitations of Quant Models: Compared to What?

### Hot New Research

- The Holt Winters Approach to Exponential Smoothing: 50 Years Old and Going Strong

### Sales and Operations Planning

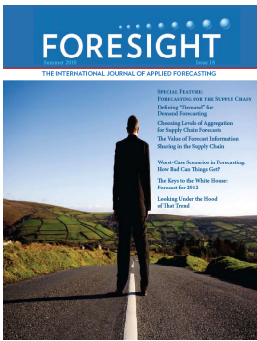
- Executive S&OP: Managing to Achieve Consensus

### Prediction Markets

- Are Prediction Markets More Accurate than Simple Surveys?

### Long Range Forecasting

- U.S. Annual Energy Outlook 2010



## Issue 18 Summer 2010

### Note from the Editor

- A Capsule of the Summer 2010 Issue

### Special Feature: Forecasting for the Supply Chain

- Defining “Demand” for Demand Forecasting
- Choosing Levels of Aggregation for Supply Chain Forecasts
- The Value of Forecast Information Sharing in the Supply Chain

### Forecast Model Building: the Practical Issues

- Worst-Case Scenarios in Forecasting: How Bad Can Things Get?

### World of Forecasting

- The Keys to the White House: Forecast for 2012

### Forecasting Intelligence

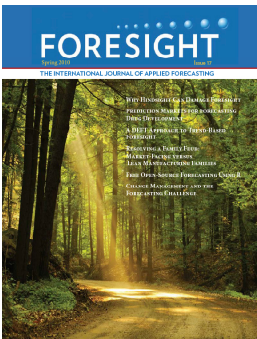
- Looking Under the Hood of That Trend

### Book Review

- The Next Hundred Million: America in 2050 by Joel Kotkin

### Letter to the Editor

- Should You Report Forecast Error or Forecast Accuracy?



## Issue 17 Spring 2010

### Note from the Editor

- A Capsule of the Spring 2010 Issue

### Hot New Research

- Why Hindsight Can Damage Foresight

### Prediction Markets

- Prediction Markets for Forecasting Drug Development

### Special Feature

- A DEFT Approach to Trend-Based Foresight

### Software Review

- Free Open-Source Forecasting Using R

### Sales and Operations Planning

- Resolving a Family Feud: Market-Facing versus Lean Manufacturing Families

### Forecast Process Design

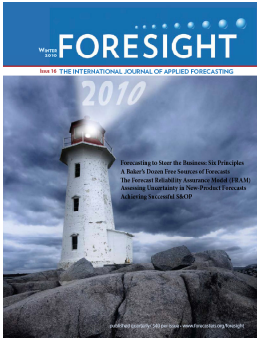
- Part 3: Change Management and the Forecasting Challenge

### Book Reviews

- Business Forecasting: A Practical, Comprehensive Resource for Managers and Practitioners
- Strategic Business Forecasting: A Structured Approach to Shaping the Future of Your Business

### Forecaster in the Field

- Adam Gordon



## Issue 16, Winter 2010 Issue

### Note from the Editor

- A Capsule of the Winter 2010 Issue

### Forecasting Perspectives

- Using Forecasting to Steer the Business: Six Principles by Steve Morlidge

### Forecasting Intelligence

- A Baker's Dozen Free Sources of Economic Forecasts by Roy Pearson

### Special Feature On Forecast Process Design: Part 2

- The Forecast Reliability Assurance Model (FRAM) by Joe Smith

### Forecasting Principles and Methods

- Assessing Uncertainty in New-Product Forecasts by Nick Guthrie and Des Markland

### Sales and Operations Planning

- How V&M Star Converts Family Forecasts Into Resource Requirements with Executive S&O by Robert Stahl and Amy Mansfield
- Corporate Culture and S&OP: Why Culture Counts by John Mello

### Forecaster in the Field

- Steve Morlidge



## Issue 15, Fall 2009 Issue

### Notes from the Editor

- A Capsule of the Fall 2009 Issue

### Book Review

- *Animal Spirits* by George A. Akerlof and Robert J. Shiller, Roy Batchelor

### Hot New Research Column

- Taking Stock: Assessing the True Cost of Forecast Errors, Paul Goodwin

### Special Feature: Forecast Process Design

- Preview, Len Tashman
- The Alignment of People, Process, and Tools, Joe Smith

- "People, then Process, then Tools" But What if the People and Toolset are Frozen?, Ian Watson-Jones
- The Alignment of People, Process, and Tools: Commentary, Mark Moon

### S&OP Column

- How Jarden Branded Consumables Made Forecasting Simpler & Better through Executive S&OP, Robert Stahl and Brad McCollum

### Forecasting Principals and Methods

- Can Managers' Judgmental Forecasts be Made Scientifically?, Philip Franses
- Case Study: Forecasting the Productivity of Professional Services, Tonya Boone, Ram Ganeshan, and Robert Hicks

### Software Review

- Using Excel to Forecast: A Review of Two Recent How-To Books, Rick Hesse

### Forecasters in the Field

- Tonya Boone and Ray Ganeshan, College of William and Mary





## Issue 14, Summer 2009 Issue

### Note from the Editor

- Capsule of the Summer 2009 Issue, Len Tashman
- Can We Forecast Earthquakes, Len Tashman

### Book Review

- The Drunkard's Walk: How Randomness Rules Our Lives by Leonard Modinov, Peter Sephton

### Forecasting Intelligence Column

- Free and Easy Access to Monthly Forecasts, Roy Pearson

### Sales and Operations Planning Column

- Sales and Operations Planning: Simpler, Better and Needed More than Ever, Bob Stahl

### Forecast Accuracy Measurement

- How to Track Forecast Accuracy to Guide Forecast Process Improvement, Jim Hoover

### Special Feature: Rethinking the Ways We Forecast

- Preview, Len Tashman
- A Systems Approach to Forecasting, David Orrell and Patrick McSharry
- Commentary: Why Do We Need Complexification?, Roy Batchelor
- Commentary: Are We Ready for a New Approach? Paul Goodwin and Robert Fildes
- Reply to Commentaries, David Orrell and Patrick McSharry

### Forecasting Principles and Methods

- Spare Parts Forecasting: Case Study at HP, Jerry Z. Shan, Julie Ward, Shelen Jain, Jose Beltram, Feridoun Amirjalayer, and Young-Wook Kim

### Software Review

- Sparklines: The Tom Thumb of Statistical Graphs, Tom Yokum

### Forecaster in the Field

- Peg Young, US Bureau of Transportation Statistics
- Upcoming in Foresight



## Issue 13, Spring, 2009

### Note from the Editor

- Spring 2009 Issue, Len Tashman

### Book Review

- *Future Savvy* by Adam Gordon, David Orrell

### Financial Forecasting Column

- Forecasting Sharp Changes, Roy Batchelor

### Forecast Process Improvement

- The Impact of Sales Forecast Game Playing on Supply Chains, John Mello

### Special Feature: Assessing Forecastability

- Preview, Len Tashman
- Forecastability: Insights from Physics, Graphical Decomposition, and Information Theory, Peter Catt
- Toward a More Precise Definition of Forecastability, John Boylan
- How to Assess Forecastability, Stephan Kolassa

### The World of Forecasting

- Global Trends 2025: A Transformed World, Ira Sohn

### Forecaster in the Field

- Rob Dhuyvetter



## Issue 12, Winter, 2009

### Note from the Editor

- The Winter 2009 Issue, Len Tashman

### Special Feature: Forecast Process Improvement

- The Forecasting Mantra: A Holistic Approach to Forecasting and Planning, Alec Finney and Martin Joseph
- Sales Forecasting: Improving Cooperation Between the Demand People and the Supply People, Tom Wallace and Bob Stahl
- John Mello and Joseph McConnell review *Sales and Operations Planning – Best Practices: Lessons Learned from Worldwide Companies* by John Dougherty and Christopher Gray

### The World of Forecasting

- Predicting Recessions: A Regression (Probit) Model Approach by Peter Seplton

### Hot New Research Column

- New Evidence on the Value of Combining Forecasts by Paul Goodwin

### Forecast Accuracy Measurement

- Percentage Error: What Denominator? Findings of a Survey Conducted by Kesten Green and Len Tashman
- Combined Forecasts of the 2008 Election: The Pollyvote by Andreas Graefe, J. Scott Armstrong, Alfred G. Cuzin, and Randall Jones, Jr.
- Forecasting Performance of Regression Models in the 2008 Presidential Election by Randall Jones, Jr. and Alfred G. Cuzin

### Forecaster in the Field

- Carolyn Allman



## Issue 11, Fall, 2008

### Note from the Editor

- The Fall 2008 Issue, Len Tashman

### Book Review

- Ruy Batchelor reviews *Sugar Crashers* by Ian Ayres

### Special Feature: Benchmarking of Forecast Accuracy

- Can We obtain Valid benchmarks from Published Surveys of Forecast Accuracy? Stephan Kolassa
- Measuring Improvement in Forecast Accuracy: A Case Study, Robert Kieg
- Commentary on Benchmarking, Teresa McCarthy, Donna Davis, Susan Golick, and John Mentzer

### Special Feature: Forecast Process Improvement

- Overcoming Challenges in Operational Forecasting, Ian Watson-Jones
- Commentaries on Overcoming Challenges in Operational Forecasting Projects, Patric Wader, Mark Moon

### The World of Forecasting

- Regression Model Forecasts of the U.S. Presidential Election, Randall Jones and Alfred Cuzin

## Software Review

- **Forecast Pro Unlimited: An Off-the-Shelf Solution for Large-Volume Forecasting**, Ulrich Küsters and Janko Thysen
- ## Forecaster in the Field
- **Mohsen Hamzodnia**



## Issue 10, Summer, 2008

### Note from the Editor

- Overview of the Summer 2008 Issue, Len Tashman

### Book Review

- Paul Fields reviews David Orrell's *The Future of Everything: The Science of Prediction*

### Can't-Miss Forecasts

- The Next White House
- The End of the World

## Forecasting Intelligence Column

- Looking at Tomorrow Today – The What, Why, and How of Factoring for Forecasters, Roy Pearson

## Forecasting Perspectives

- Lessons Learned – Reflections from 25 Years as a Forecasting Consultant, Antonio Garcia-Ferrer

## Forecast Model Building

- Life-Cycle Forecasting – The HP Approach to Forecasting Printer Demand, Jerry Shan, Matthew Reimann, and Pereydoon Safai

## Forecaster in the Field

- Simon Clarke, Coca-Cola Enterprises Inc.

## The World of Forecasting

- Forecasting the U.S. Presidential Elections – A Brief Review, Randall Jones and Alfred Czizn

## Hot New Research Column

- A Quick Tour of Tourism Forecasting, Paul Goodwin

## Forecast Accuracy Measurement

- Should We Define Forecast Error as  $e = F - A$  or  $e = A - F$ ? Kirsten Green and Len Tashman



## Issue 9, Spring, 2008

### Note from the Editor

- Overview of the Spring 2008 Issue, Len Tashman

### Book Review

- Roy Batchelor reviews Thomas H. Davenport and Jeanne G. Harris's *Competing on Analytics: The New Science of Winning*

### Hot New Research Column

- Predicting the Demand for New Products, Paul Goodwin

### Forecast Process Improvement

- The Value of Information Sharing in the Retail Supply Chain: Two Case Studies, Tonya Boone and Ram Ganeshan

## Forecasting Principles and Methods

- Innovations in Sales Forecasting for Large-Scale Retailers, Bruce Andrews, James Bennett, Lindsey Howe, Brooks Newkirk and Joseph Ogrodniczyk

## Prediction Markets for Pharmaceutical Forecasting and Beyond

- Prediction Markets – A Guide to Practical Adoption in the Pharmaceutical Industry, Carol Gebert
- Prediction Markets – Defining Events and Motivating Participation, Andreas Graefe
- A Primer on Prediction Markets, Joe Miles



## Software Review

- Monte Carlo Simulation/Risk Analysis on a Spreadsheet: Review of Three Software Packages, Sam Sugiyama
- Commentary, Kevin Weiner, Marketing Communications, Crystal Ball Global Business Unit
- Commentary, Randy Heffernan, Vice President, Palisade
- Commentary, Daniel Fylstra, President, Frontline Systems

## The World of Forecasting

- "Been There, Done That": Perils, Pitfalls and Promises of Long-Term Projections, Ira Solon



### Issue 8, Fall 2007

#### A Note from the Editor

- New in this Issue, Len Tashman

#### Feature Article

- Good and Bad Judgment in Forecasting: Lessons from Four Companies, Robert Fildes and Paul Goodwin

#### Forecasting Principles and Methods

- A Guide to Delphi, Gene Rowe
- Methods to Elicit Forecasts from Groups: Delphi and Prediction Markets Compared, Kesten Green, J. Scott Armstrong and Andreas Graefe

## Cost of Forecast Error – New Perspectives

- Key Assumptions in Calculating the Cost of Forecast Error, John Boylan
- Use of the Normal Distribution in Calculating the Cost of Forecast Error, Thomas Willemain
- Supply Risk and Costing Challenges, Michael Smith
- Lost Sales and Customer Service, Scott Roy
- Reply to Cost of Forecast Error Commentaries, Peter Cati

## Pharmaceutical Forecasting

- How to Project Patient Persistence, Ka Lok Lee, Peter Fader and Bruce Hardie

## The World of Forecasting

- The Keys to the White House: Forecast for 2008, Allan Lichtman

## Forecast Model Building

- Bayesian Forecasting Methods for Short Time Series, Enrique de Alba and Manuel Mendonza

## Hot New Research Column

- Bill Baer reviews *Mirror, Mirror, Who's the Best Forecaster of Them All?* by Michael F. Bryan and Lindsey Molloy of the Federal Reserve Bank of Cleveland



### 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 Cati

#### 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, Lange 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 Coster and Don Miller
- How to Get Good Forecasts from Bad Data, Ellen Borell

### Forecasting Perspectives

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

### Book Review

- Carolyn Allmon reviews *Forecasting 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 Schatzers 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 Klamer 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, I. 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 Karymova and Catalin Viera
- Reply to Commentaries: How Practitioners Can Use Evidence-Based Findings, I. 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, Rogelin Oliva and Noel Watson

### The World of Forecasting

- How to Predict a Movie's Success at the Box Office, Ramesh Sharda and Durvan 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 Minneci
- Forecasting Call Flow in a Direct Marketing Environment, Peter Varisco
- Forecasting Weekly Effects of Recurring Irregular Occurrences, Dan Rickwaller
- 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

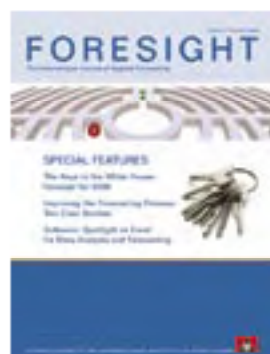
- Measuring Forecast Accuracy: Omissions in Today's Forecasting Engines and Demand-Planning Software, Jim Hoover
- Forecast-Accuracy Metrics for Intermittent Demands: Look at the Entire Distribution of Demand, Tim Willemsen
- Accuracy and Accuracy-Implication Metrics for Intermittent Demand, John Boylan 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 Timetti
- Lessons From Thomas Edison's Technological and Social Forecasts, Steven Schmeers

#### Book Review

- Amirvan Bamerji 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. Sambryl
- Forecasting as a Business Process, Mario Sepúlveda-Guzmán, Michael E. Smith and George M. Mesching
- 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 Hassett



## 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

### Forecasting Fops

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

### Forecasting Processes – Lessons From Successful Companies

- Commentary on the Organizational Politics of Forecasting, Emmet Jones
- 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 *Demand Works Express 3.5*
- Paul Goodwin reviews *Collaborative Planning, Forecasting and Replenishment: How to Create a Supply Chain Advantage* by Dink Seifer



## 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 Önal and M. Simon Göral
- 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 Kjaer

### Forecasting Processes – Lessons From Successful Companies

- The Sales Forecasting Evolution at Brooks Sports, Thomas Rues

### 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](http://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