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- *Judgment in Predictive Analytics*, edited by Matthias Seifert
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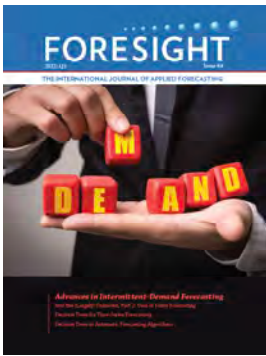
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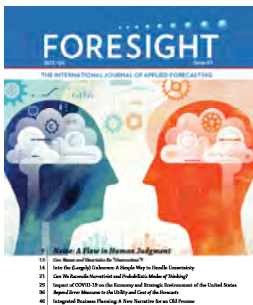
- Advances in Intermittent-Demand Forecasting
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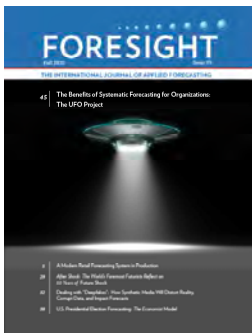
- Can We Profit from Trading on Predictions of High-Low Stock Prices?

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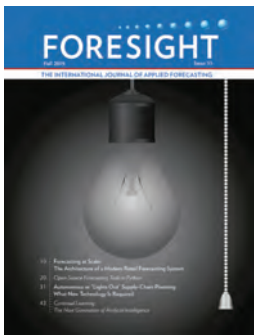
- *Commentary*: Why Is Forecasting for Remanufacturing Hard?

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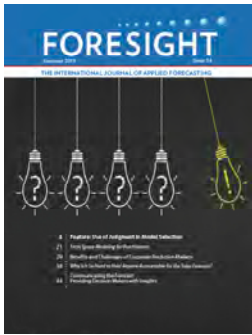
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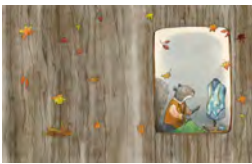
- Benefits and Challenges of Corporate Prediction Markets

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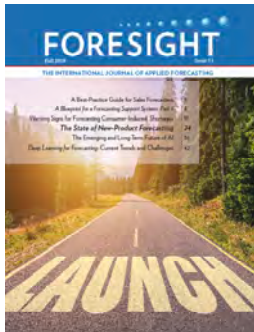
- Predicting Medical Risks and Appreciating Uncertainty

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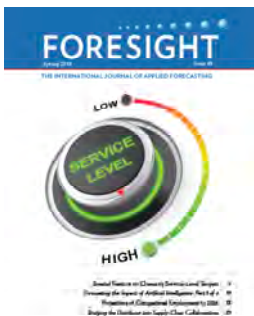
- How Big Data Could Challenge Planning Processes across the Supply Chain
- Commentaries on “Misconceptions, Missteps, and Bad Practices in S&OP”
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- The Future of Work in the United States: Projections of Occupational Employment to 2026

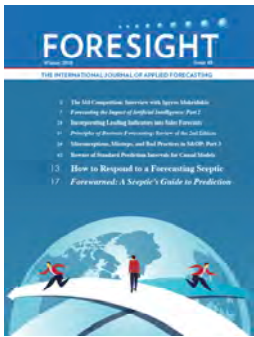
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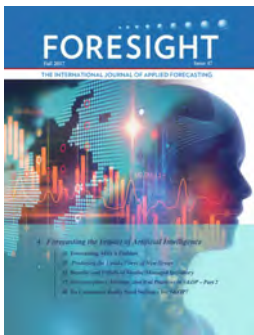
- Incorporating Leading Indicators into Sales Forecasts
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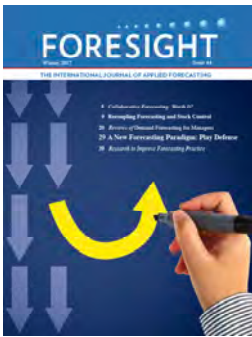
- Interview with Shaun Snapp

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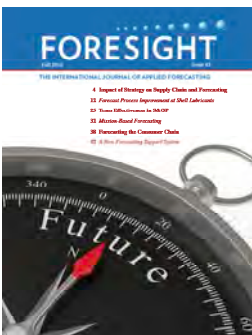
- *Demand Forecasting for Managers*

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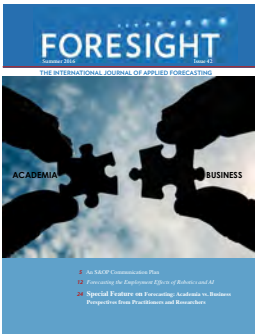
- Achieving S&OP Success: How Principles of Team Effectiveness Can Help

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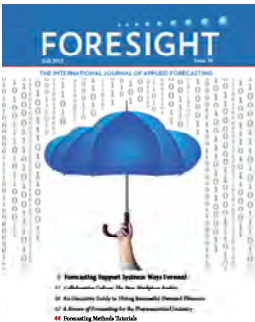
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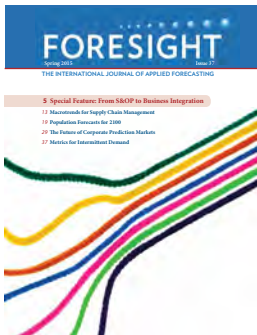
- Judgmental Adjustments to Forecasts in the New Economy

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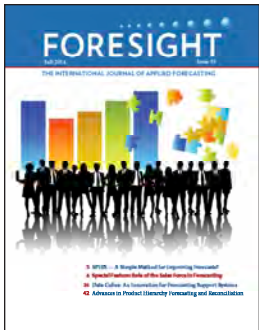
- Always in Season: Giving Due Respect to Seasonality in Monthly Forecasting

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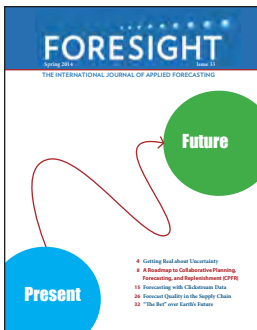
- *Fortune Tellers: The Story of America's First Economic Forecasters* by Walter A. Friedman
- *In 100 Years: Leading Economists Predict the Future* edited by Ignacio Palacios-Huerta

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- *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

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- ARIMA: The Models of Box and Jenkins

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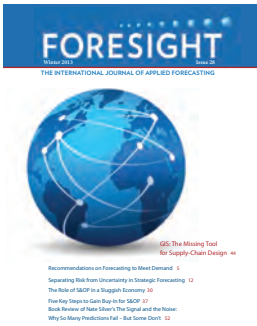
- Rare Events: Limiting Their Damage Through Advances in Modeling

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

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



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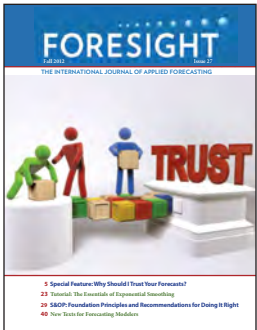
- GIS: The Missing Tool for Supply-Chain Design

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- Combined Forecasts of the 2012 Election: The PollyVote

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



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



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- A "Softer" Approach to the Measurement of Forecast Accuracy
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- *Scenario Planning in Organizations*, by Tom Chermack and *Scenario Thinking: Practical Approaches to the Future*, by George Wright and George Cairns

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

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

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

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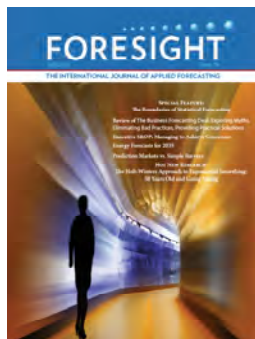
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- Getting Your Forecasting and Planning Fundamentals Right

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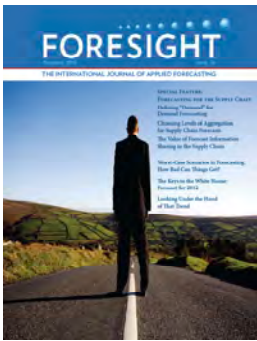
- Executive S&OP: Managing to Achieve Consensus

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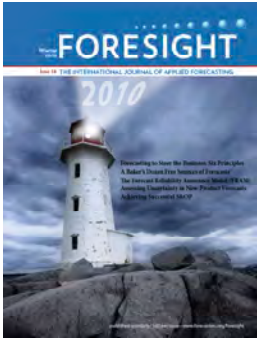
- Part 3: Change Management and the Forecasting Challenge

Book Reviews

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- Strategic Business Forecasting: A Structured Approach to Shaping the Future of Your Business

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

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- "People, then Process, then Tools" But What if the People and Toolset are Frozen?, Ian Watson-Jones
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- Can Managers' Judgmental Forecasts be Made Scientifically?, Philip Franses
- Case Study: Forecasting the Productivity of Professional Services, Tonya Boone, Ram Ganeshan, and Robert Hicks

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- Capsule of the Summer 2009 Issue, Len Tashman
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- Commentary: Are We Ready for a New Approach? Paul Goodwin and Robert Fildes
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- Spare Parts Forecasting: Case Study at HP, Jerry Z. Shan, Julie Ward, Shelen Jain, Jose Beltram Feridoun Amirjalayer, and Young-Wook Kim

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

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- How to Assess Forecastability, Stephan Kolassa

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- Forecasting Performance of Regression Models in the 2008 Presidential Election by Randall Jones, Jr. and Alfred G. Cuzin

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- Ruy Batchelor reviews *Sugar Crunchers* 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 King
- Commentary on Benchmarking, Teresa McCarthy, Donna Davis, Susan Gelicic, 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 Hamzodia**



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 Forecasting for Forecasters, Ray 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 Calt

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 Mendez

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 Calt

Forecast Accuracy Measurement – Two Illustrations

- 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 Espe

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 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 4, 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 Kosenko
- 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 Schaefer 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 Klatner 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 in 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 Minnerci
- 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 Schmezer

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 Cuzin

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. Mechling
- Commentary: Putting Forecast Accuracy Into Perspective, Kenneth H. Kahn

Forecasting Principles and Methods

- Increasing the Credibility of Your Forecasts: 7 Suggestions, Roy L. Posner
- 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 Fogs

- 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, Ernest Jones
- Managerial Judgment: Best as an Input to the Statistical Forecasting Process, Rob Druyvesteyn
- 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 Onkal and M. Sirhan 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 Kjaalen

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

- 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