

Develop the Agenda for Your Demand Review and Consensus Meeting

- Identify the person responsible for presenting for each topic in your organization.
- The person responsible for presenting in a best practice organization is indicated, as well as the time required. See Chapter 9 in the book for definitions of roles and responsibilities that are typical in companies that utilize best practices.
- Note: In companies that utilize best practices, the demand review and consensus meeting rarely exceeds two hours. This means that the information to support the meeting must be prepared in advance. See Chapters 5 and 14 in the book for more information.

The demand review and consensus meeting and other aspects of demand planning are taught in Oliver Wight's seminar on forecasting and demand planning (www.oliverwight.com).

Meeting Participants in Best Practice Companies

- Meeting Chairperson: VP of Sales or Marketing
- Meeting Participants: VPs of Sales and Marketing, Sales Managers, Marketing Managers, and Demand Manager
- Meeting Observers: Supply Manager or Master Schedulers and Finance Manager

Topic	Presenter/Responsibility	Time
Performance Measurement Review <ul style="list-style-type: none"> • Customer service (on-time delivery) • Sales plan performance overall • Inventory investment (\$) • Market share • Other sales and marketing metrics • Answer the question: How well are we executing? 	VP of Sales and/or Marketing	10 minutes
Review of Total Demand Plan — \$ and Unit Volume (Over the 18+-Month Planning Horizon) <ul style="list-style-type: none"> • Changes since last month • Risks • Opportunities • Performance measurement review (including demand plan accuracy, accuracy by sales region, on-time delivery, and inventory levels (units and \$)) 	VP of Sales	5 minutes
Review of Product Family Demand Plans — \$ and Unit Volume (Over the 18+-Month Planning Horizon) <ul style="list-style-type: none"> Major assumptions Changes since last month Risks Opportunities 	Demand Manager or Product Manager	5 minutes or less per family
Restatement of Any Changes Made to the Proposed Family Demand Plans <ul style="list-style-type: none"> • Validate consensus • Validate that the demand plan represents the 	VP of Sales	5 minutes or less

product that the sales and marketing organizations wish to be produced on their and the customers' behalf		
<p>Review of Major Demand Opportunities for the Business Over the 18+-Month Planning Horizon</p> <ul style="list-style-type: none"> • Are we positioned to exploit the opportunities? • What actions need to be taken? 	VP of Sales or Marketing	5 to 10 minutes
<p>Review of Risks to the Business Over the 18+-Month Planning Horizon</p> <ul style="list-style-type: none"> • What factors could negatively impact demand for our products (such as market and economic conditions, competitor activities, potential new competitive entrants, etc.)? • What actions need to be taken to minimize the risk? • Should the demand plan be altered due to these risks? If so, what volume and timing? 	VP of Sales or Marketing	5 to 10 minutes
<p>Alternative Demand Plan Review</p> <ul style="list-style-type: none"> • Are there uncertainties in the family or total demand plan? If so, what are the alternative demand plan(s) and assumptions? 	Demand Manager or Product Managers	5 to 10 minutes
<p>Strategy and Tactic Validation</p> <ul style="list-style-type: none"> • Given the current market and demand situation, is there a need to revisit or change our stated marketing and sales strategies and tactics? 	VP of Sales or Marketing	5 to 10 minutes
<p>Identification of Issues and Decisions</p> <ul style="list-style-type: none"> • To communicate to the supply organization • To communicate to the finance organization • For discussion or decision at the S&OP meeting 	VP of Sales	5 minutes
Review of outstanding action items from previous meetings	VP of Sales	5 minutes
Review of decisions and action items assigned during the meeting	VP of Sales	5 minutes