THE INTERNATIONAL JOURNAL OF APPLIED FORECASTING

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

THE INTERNATIONAL JOURNAL OF APPLIED FORECASTING

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
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 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

Superforecasting: A Review of The New Book

Virtues of Simplicity in Forecast Modeling

Beyond S&OP to Enterprise-Wide Planning

New Ways to Set Sales Quotas

Top Ten Strategic Forecasts
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
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 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**

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

---

**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 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 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 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 23 Fall 2011

Note from the Editor
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?

Forecasting Meeting
• The Senior Managers’ Monthly Forecasting Report
Forecasting 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 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 21 Spring 2011

Note from the Editor
• Spring 2011 Issue

Special Feature
•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 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 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 15, Fall 2009 Issue

Note 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

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 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

Forecasting to Steer the Business: Six Principles
A Baker’s Dozen Free Sources of Forecasts
The Forecast Reliability Assurance Model (FRAM)
Assessing Uncertainty in New-Product Forecasts
Achieving Successful S&OP

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 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 Mlodinov, Peter Sephton

Forecasting Intelligence Column
- Free and Easy Access to Monthly Forecasts, Roy Pearson

Sales and Operations Planning Column

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 Sephton

Hot New Research Column
• New Evidence on the Value of Combining Forecasts by Paul Goodwin

Forecast Accuracy Measurement
• Forecasting Performance of Regression Models in the 2008 Presidential Election by Randall Jones, Jr. and Alfred G. Cuzán

Forecaster in the Field
• Carolyn Allmon

Issue 11, Fall, 2008

Note from the Editor
• The Fall 2008 Issue, Len Tashman

Book Review
• Roy Batchelor reviews Super 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 Rieg
• Commentary on Benchmarking, Teresa McCarthy, Donna Davis, Susan Golicic, 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 Cuzán
Software Review
• Forecast Pro Unlimited: An Off-the-Shelf Solution for Large-Volume Forecasting, Ulrich Küsters and Janko Thyson

Forecaster in the Field
• Mohsen Hamoudia

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 Futuring for Forecasters, Roy Pearson

Forecasting Perspectives
• Lessons Learned – Reflections from 25 Years as a Forecasting Consultant, Antonio García-Ferré

Forecast Model Building
• Life-Cycle Forecasting – The HP Approach to Forecasting Printer Demand, Jerry Shan, Matthew Reimann, and Fereydoon 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 Cuzán

Hot New Research Column
• A Quick Tour of Tourism Forecasting, Paul Goodwin

Forecasting Accuracy Measurement
• Should We Define Forecast Error as $e = F - A$ or $e = A - F$? Kesten 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 Ogrodowczyk

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 Sohn

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 Catt

Pharmaceutical Forecasting
• How to Project Patient Persistency, 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 Mendoza

Hot New Research Column
• Bill Bassin reviews Mirror, Mirror, Who’s the Best Forecaster of Them All? by Michael F. Bryan and Linsey 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 Catt
Forecast Accuracy Measurement – Two Innovations
• An Expanded Prediction-Realization Diagram for Assessing Forecast Errors, Roy Pearson
• Use Scaled Errors Instead of Percentage Errors in Forecast Evaluations, Lauge Valentin
Forecast Process Improvement – Lessons from Successful Companies
• S&OP, Forecasting, and the Knowledge-Creating Company, John Mello and Terry Esper

Forecasting Principles and Methods
• Decision-Directed Forecasting for Major Disruptions: The Impact of 9/11 on Las Vegas Gaming Revenues, Stephen Custer and Don Miller
• How to Get Good Forecasts from Bad Data, Ellen Bonnell
Forecasting Perspectives
• The Forecaster as leader of the Forecasting Process, James Borneman
• Forecasting Software: A Progress Report for the First Seven Years of the 21st Century, Jim Hoover

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

Hot New Research Column
• Supermarket Forecasting – Check Out Three New Approaches, Paul Goodwin

**Issue 6, Spring 2007**

Forecasting Perspectives
• Confessions of a Pragmatic Forecaster, Chris Chatfield

Forecast Model Building – the Practical Issues: Modeling Seasonality in Short Time Series
• Minimum Sample Size Requirements For Seasonal Forecasting Models, Rob Hyndman and Andrey Kostenko
• Forecasting Short Seasonal Time Series Using Aggregate and Analogous Series, Michael Leonard
• Seasonality: Shrinkage Procedures For Small Samples, Dan Williams
• Constant vs. Changing Seasonality, Philip Hans Franses

Hot New Research Column
• Recent Studies on Forecasting Know-How, Training and Information Sharing, Paul Goodwin

Forecasting Principles and Methods
• Forecast Uncertainty and Monte Carlo Simulation, Sam Sugiyama

Book Review
• Steven Schnaars reviews *New Product Forecasting: An Applied Approach* by Kenneth Kahn

Forecast Accuracy Measurement
• Advantages of the MAD/MEAN Ratio Over the MAPE, Stephan Kolassa and Wolfgang Schütz

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

**Issue 5, Fall 2006**

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

Forecast Model Building – The Practical Issues
• To Include or Exclude an Explanatory Variable: Beware of Rules of Thumb, Peter Kennedy
• Commentary: Testing Multiple Periods Ahead May Be the Real Need, Roy Pearson
• Reply to Peter Kennedy, William Bassin

Forecast Process Improvement – Lessons From Successful Companies
• Managing Functional Biases in Organizational Forecasts, Rogelio Oliva and Noel Watson

The World of Forecasting
• How to Predict a Movie’s Success at the Box Office, Ramesh Sharda and Dursun Delen
• A Retrospective on Forecasting Midterm Elections to the U.S. House of Representatives, Randall Jones and Alfred Cuzán
Software Review: Forecasting with SAP
• Introduction, Ulrich Küsters
• The New SAP Forecasting and Replenishment Solution: Is It an Improvement over mySAP ERP?, Norman Götz and Carsten Köhler
• Forecasting for Worldwide Supply Chain Processes with SAP’s APO, Christoph Seeger

Issue 4, June 2006

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

Forecast Process Improvement – Lessons From Successful Companies
• Breaking Down Barriers to Forecast Process Improvement, Mark Moon

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

Forecasting Principles And Methods
• Tips for Forecasting Semi-New Products, Bill Tonetti
• Lessons From Thomas Edison’s Technological and Social Forecasts, Steven Schnaars

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

Issue 3, February 2006

Special Feature: The Keys to the White House: Forecast for 2008, Alan J. Lichtman
• Index Methods for Forecasting: An Application to the American Presidential Elections, J. Scott Armstrong and Alfred Cuzán

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

Forecasting Principles and Methods
• Increasing the Credibility of Your Forecasts: 7 Suggestions, Roy L. Pearson
• Credit Scoring: The State of the Art, Lyn C. Thomas

Software: Spotlight on Excel For Data Analysis and Forecasting
• On the Use and Abuse of Microsoft Excel, Paul J. Fields
• The Unreliability of Excel’s Statistical Procedures, Bruce McCullough
• Incorrect Nonlinear Trend Curves in Excel, Rick Hesse

Book Review
• Roy Batchelor reviews Dow 36,000: The New Strategy for Profiting from the Coming Rise in the Stock Market by James Glassman and Kevin Hasset
Issue 2, October 2005

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

Forecasting FAQs
• 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 Demands Works Express 3.5
• Paul Goodwin reviews Collaborative Planning, Forecasting and Replenishment: How to Create a Supply Chain Advantage by Dirk 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 Önkal and M. Sinan Gönül
• Relative Merits of Different Ways of Combining Judgment With Statistical Forecasts, Nigel Harvey
• Commentary on the Judgmental Adjustment of Statistical Forecasts, Anthony Lee
• Commentary on the Integration of Sales and Product-Management Input with Statistical Forecasts, Lucy Kjolso

Forecasting Processes – Lessons From Successful Companies
• The Sales Forecasting Evolution at Brooks Sports, Thomas Ross

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

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

Recognition For Forecasting Accuracy: Politicalforecasting.com
• How We Computed the Pollyvote, Alfred Cuzán, J. Scott Armstrong, and Randall Jones, Jr.

Frequently Asked Questions on Forecasting
• What Forecasting Can Do For You, Kesten Green