ECG Guide to Finished Vehicle Logistics forecasting

Good practices and methodologies

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ECG

icdp

ECG, the Association of European Vehicle Logistics, has been the voice of the Finished Vehicle Logistics industry in Europe since 1997. ECG represents the interests of over 140 member companies and partners, from family owned SMEs to multi-nationals, and is the major champion of the European vehicle logistics sector. ECG represents all transport modes at EU level – road, rail, maritime and fluvial. ECG Members provide transport, distribution, storage, preparation and post-production services to manufacturers, importers, car rental companies and vehicle leasing operators across the European Union as well as Norway, Switzerland, the United Kingdom, Turkey and beyond. They own or operate more than 360 car-carrying ships, 15,100 purpose-built railway wagons, 22 river barges and more than 23,000 road transporters.. (*Source: ECG Survey of Vehicle Logistics in Europe 2022/23*)

ICDP is an international research and consulting organisation specialising in automotive retailing and after-sales. With a dedicated team of researchers and partners throughout Europe, and strong relationships around the world, ICDP is recognised as the leading authority in its field, with a proven track record of expertise in the provision of data, insight and implementation support to vehicle manufacturers, importers, dealers, suppliers, service providers and trade associations.

Contents

Submit comments or requests for amendments by sending an email to

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1. Introduction: rebuilding Finished Vehicle Logistics requires a stable planning process

Poor information flows and instability of vehicle movements over the last few years have had a direct impact on Finished Vehicle Logistics (FVL) capacity; a senior manager at an OEM interviewed for the 2023 update said that after over 18 months of no reliable information, and lower volumes and revenues, LSPs had no choice but to cut capacity, an evaluation confirmed by a senior manager at an LSP who said that "the impact of working blind is now very clear."

Ten years ago, ECG published an Efficiency Survey of ECG members which found that the greatest causes of inefficiency were unbalanced flows/unequal mileage caused by poor planning, poor forecasting and lack of standardisation.

In 2015 the Industry Meeting between OEMs (Original Equipment Manufacturers) and LSPs (Logistics Service Providers), represented by the ECG board, was formed and proposed the creation of the ECG Capacity Working Group, which initially met in 2016, (in the presence of competition lawyers), with the aim of analysing and addressing several issues including, but not limited to, road and rail issues, peaks, flow analysis, investment and forecasting.

The working group identified significant scope for improvement in the provision and quality of OEM forecasts which were resulting in misalignment of capacity to demand, which in turn causes inefficient fleet utilisation, capacity shortfalls and associated hidden costs for OEMs and LSPs alike. In 2017 the ECG Board approved a research project tasked with improving industry forecasts by introducing a toolbox of 'good practices'. This work was followed by pilots of the recommended principles and processes, and the initial standard was published in May 2019.

Since 2019, the Covid pandemic and subsequent supply issues contributed to a worsening of supply chain instability and provision of reliable planning information and so, late in 2022, the ECG board decided that the standards should be reviewed to update best practice to take account of the unprecedented disruption and what has been learnt over recent years.

Credible forecasts and a stable and regular planning dialogue between OEMs and LSPs have a core role to play in reintroducing and maintaining trust in the FVL market, and as a foundation for rebuilding a sustainable European logistics network for OEMs and LSPs.

2. Objective: to guide better communication between OEMs and LSPs

This document sets out a standard set of guiding principles and processes for OEMs and LSPs to establish a cycle which assists with more accurate forecasting, and provides suggestions on how to sustain continuous improvement in the generation and exchange of planning information over the long term.

The standards and toolbox for improvement cover the range of supply chain forecasting challenges from factory to market and market to dealer.

3. Project methodology: summary of research, pilots and 2023 update

The standards set out in this document are the result of a thorough study carried out on the status of vehicle movement forecasting in Europe, which was followed by an update in 2023.

Research and consultancy company ICDP[1], supported by Stetter Consulting[2], were selected in March 2017 to develop a pragmatic solution that could be used throughout the industry, covering the whole delivery chain from short and deep-sea movements to rail and road. Six OEMs and six LSPs were interviewed to analyse the accuracy and quality of planning information and processes in the finished vehicle supply chain. Pilots were carried out from 2018 to 2019 to test and validate the developed toolbox in order to create an ECG recommended standard for vehicle logistics forecasting based on validated good practice.

In 2023, ICDP was again selected to interview seven OEMs, including two new entrants, and six LSPs, the latter covering all modalities and legs, to update best practices learnt from both the pandemic and post-pandemic supply chain instability and from the needs generated by growing supply chain digitalisation.

4. Standards: for FVL forecasting and planning

The toolbox builds on identified good practices in the industry for standardisation of data flows and mutual alignment of processes that should help to address capacity issues related to poorly executed forecasts.

This toolbox is hereby presented as a standard process which envisages some fundamental principles which both OEMs and LSPs should incorporate into their forecasting methodology.

The 2023 interviews underlined the need for OEMs and LSPs to commit to stabilise both:

- the forecasting and review cycle (the process itself); and
- the actual resulting vehicle movement flows, to avoid excessive unplanned variances.

[1] The International Car Distribution Programme (ICDP) has since 1994 focused entirely on automotive distribution, providing insight and research to members that include carmakers, dealer groups, aftermarket parts suppliers, service providers and trade organisations. For more information, please see here: www.icdp.net

[2] The company Stetter Consulting was founded in 1989 and offers solutions for Supply Chain Management such as outsourcing concepts or warehouse planning and process optimization. Stetter Consulting works also on multi-modal logistics concepts and maintenance for railway equipment. For more information, please see here: http://stetter-consulting.com/

4.1 Principles that should form OEM and LSP policy

OEM commitments

- **Delivery forecasts** should be differentiated from **sales and production forecasts** by the OEM
- The OEM should only provide the LSP with **delivery forecasts**
- The sales department of the OEM should take **responsibility** for finished vehicle movements and delivery forecasts made by the OEM logistics department, and **accountability** and **responsibility** for the sales forecasts that underpin it
- The OEM sales department should take responsibility for production planning forecasts made by the department responsible for **production programming, as an outcome of the OEM production programming cycle**
- OEMs should resource a finished vehicle logistics forecasting team that has the time and availability to speak with service providers within a regular monthly process and, in doing so, **establish a centre of excellence that is accessible to LSPs and to the NSCs** (The OEM's National Sales Companies and independent importers within European markets).

LSP commitments

- To **commit to supporting contracted volumes** and confirm ability to deliver within pre-agreed and defined limits to capacity flexibility

OEM and LSP commitments to

- OEM and LSP should agree to a forecasting process by route and commit to implement it.
- OEM and LSP should dedicate **resources** and **expertise** to delivery forecasting.
- They should agree on a **template** for forecasting data transmission, whether digitalised or not.
- They should jointly agree to **limits of flexibility** (+/- XX%) for volume by route, contract and time horizon.
- They should agree to **actions, rates and terms** for volumes outside of the agreed flexibility to resolve situations where volumes fall outside of the agreed limits.
- They should aim at **progressively** improving the forecasting process.
- They should agree to commit to maintaining **a stable ongoing process and dialogue** within the monthly planning cycle.
- They should aim to communicate any changes or issues that may impact on forecasts and flows, **as soon as the new information becomes available**, and both parties should aim to mitigate impacts as much as possible.

4.2 Building a stable monthly process cycle

Pilots carried out in 2019 highlighted the importance of the standardised process as outlined in Steps 1-4, and the 2023 interviews underlined the need to stabilise a monthly process and dialogue, with process and dialogue recognised as more important than the actual forecast itself.

Step 1 - *Initial production planning and sales review* involves an assessment of the current sales and production forecasts within the OEM by a dedicated FVL forecasting and planning function within the OEM, and followup confirmation of these forward sales and production plans by sales and production departments with the level of detail defined for short, medium and long term horizons.

Step 2 - *Building the forecasting plan* requires detailed planning and a specific set of input data, the exact mix of which is dependent on the nature of the finished vehicle movements including closeness to market and routing.

Step 3 - *Approving the forecasting plan* involves the sales function approving and taking responsibility for the finished vehicle movement plans issued by the FVL forecasting and planning function, and LSPs taking responsibility for fulfilment of the delivery plans and forecasts by confirming their ability to meet the requirement, within agreed limits to flexibility.

Step 4 - *Continuous improvement* is the last step of the standard process in which the parties involved should aim at regularly reviewing the established process and the accuracy of the results achieved in order to further improve it.

Step 1 – Initial planning and review of sales, production, and logistics information

STEP 1
TAKE WHOLESALES AND REGISTRATIONS INTO ACCOUNT
BEGINNING OF THE MONTH, SALES PROVIDE INPUT DATA TO OEM LOGISTICS DEPT
UPDATE DATA AFTER PRODUCTION PROGRAMMING MEETING
UPDATE DATA WEEKLY WHERE NECESSARY
TAKE INITIAL SENSE CHECK OF DATA

A first step is a review of the accuracy and feasibility of current plans and a check of an initial high-level forecast.

This initial planning review within the OEM should follow an internal consultation cycle involving sales, production and a dedicated FVL forecasting and planning function (Figure 1) with specific resource and expertise allocated to delivery forecasting.

The aim of the initial review within each month is to critically evaluate both sales and production plans and FVL flows, to understand any unusual activity and confirm the overall viability of the vehicle movements that would be required to meet the sales and production plans.

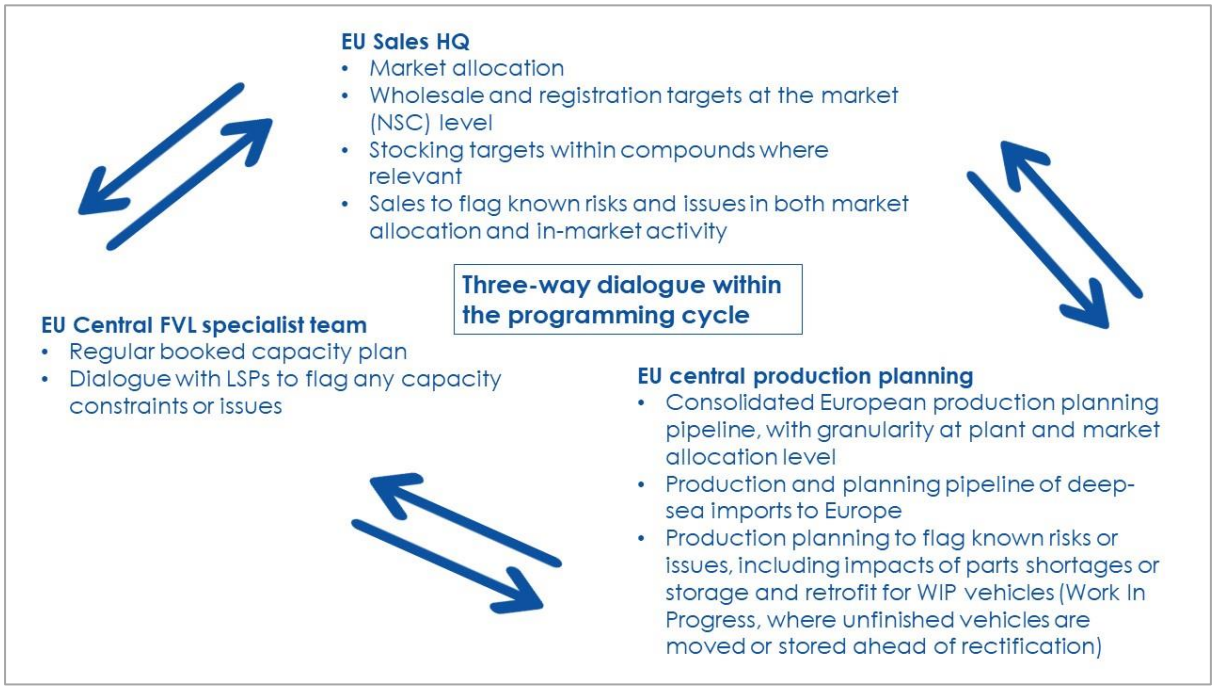

Figure 1 Initial review and capacity forecast partners. Some planning will be bi-directional between logistics and sales (e.g. market level actions), and some will be from production to logistics, preferably via sales, (e.g. market allocation and factory clearance to market compound).

The factors taken into consideration will vary, depending on the nature of the movements, for example, from factory to port for export; deep sea imports into Europe; European factory to market compound; or compound and/or factory to franchised dealer. However, the specialist FVL function should have the ability to require a regular update from production on any risks to the European and distant production programme, (including WIP or other exceptional storage or movement requests), updates from sales on market risks and updates from LSPs on capacity risks.

INPUT DATA
SALES FORECAST
WHOLESALE TARGET
PRODUCTION PROGRAMME
STOCK BALANCES
ORDER PIPELINE STATUS
PAST MOVEMENTS
CONSTRAINTS
PAST VARIANCE
LSP CAPACITY FORECAST
OEM ASSESSMENT OF RISK DISRUPTION

However, the viability of the timing and volume of vehicle allocation from plant to market, and from market to dealer, will require an initial 'sense-check' of the sales and production allocation to market plan.

This sense check involves comparing the existing forward plan with a selection of the range of input data.

For the FVL forecasting and planning function to undertake this review and initial capacity forecast, sales (whether at market, regional or European level) should provide **sales forecasts** and/or **wholesale targets** for the relevant destination market areas based on production programming and sales targets.

Among input data which should be considered for the initial review and high-level capacity forecast, **production programming plays a crucial role.** Production programming typically follows a specific monthly cycle (Figure 2) in which market allocation is determined and a forecast for initial planning is provided.

The programming meeting between sales and production for the current month (M) should take place around 15th of the previous month (M-1) and determine supply for following periods. This and the subsequent stages in the programming cycle can be used by the FVL forecasting and planning function to determine their own vehicle movement forecast. Subsequently the decision could be made when the FVL forecasting and planning function schedules the monthly review meeting with the LSP into this cycle.

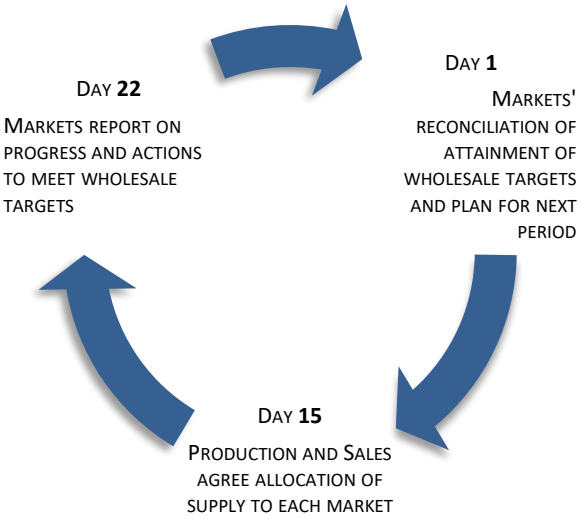

Figure 2 Typical production programme cycle

If a route is focused more on factory to market flows, then day 15 in the planning cycle will be the key moment that forecasts are likely to change; if the route is primarily compound to dealer inside the market, then day 22 will be the focal point at which allocation and volume changes are likely to be made.

Plans should be checked against **historic sales, wholesales** and **sales forecasts for the same plants, vehicle models, routes and markets, alongside an assessment of risks to production plans and the delivery chain.** The likelihood of achieving production and supply targets should be reviewed, along with wholesale and registration targets; the sales department should be challenged, and viability should be confirmed by reviewing the order to delivery **pipeline** and finished vehicle **stock balances**. **Past vehicle movements** should be checked, and any previous peak activity should be compared. The contractual capacity of the key finished vehicle LSPs to deliver to the forward targets should also be taken into account. Some of the data inputs will be dynamic and changeable, and so should be updated regularly to improve accuracy:

- monthly updates of the forecast for production data;
- weekly updates of the forecast for stock balances and order pipeline status;
- any changes to risk assessments, with scenarios that reflect the impacts.

The sense check undertaken by the FVL forecasting and planning function will involve challenging the plans with a number of questions as outlined below, and the relevance of these questions will vary by delivery route (Table 1).

Table 1 Elements of Review

Elements of review	Sense-check
Financial and sales targets	• Compare how market sales forecasts (volume and model mix) align to annual targets and past patterns • Check if it is building towards the annual market target and mirrors past activity • Check that sales and wholesales (where relevant) are on target to meet the annual financial budget
Market level explanations	Define unusual peaks and troughs and their root causes: • Promotions, incentives • Market specific impact (taxation change) • Supply change as a result of a market allocation change
Production planning accuracy	• Check the production forecast to see if there are changes in model mix or volume. If that is the case, check the cause (e.g. changes in order pipeline, or supply constraints) and amend forecast accordingly. • Consider risks of disruption to build programme and any rework or remedial action implied
Delivery chain capacity	• Check the gap between market stock levels (compound and dealer) and throughput required to meet target. • Check the capacity of subcontracted in-flow processes (e.g. PDI), and intermediate delivery legs (prior delivery chain activity) of meeting the targets. • Check LSPs' capacity to meet targets and their additional capacity, including a scan of end-to-end flows, checking and quantifying any potential for congestion, particularly at known bottlenecks.

Step 2 – Building the forecasting plan based on the most up-to-date information

STEP 2
ALLOCATE SALES SPLIT AND STOCK BALANCE IMPLICATIONS
ALLOCATE TO REGIONS AND ROUTES
ALLOCATE TO COMPOUNDS AND LSP SPLIT
TRANSFER MONTHLY TARGET TO CALENDAR
CHECK FOR WEEKENDS, NATIONAL DAYS, SHORT WEEKS
CHECK TO SEE FINAL CALL OFF DATES FOR DEALERS TO MEET TARGETS
BUILD DELIVERY FORECAST E.G. CREATE WEEKLY VOLUMES COMPARE TO PAST MOVEMENT
CHECK FOR CONSTRAINTS AND KNOWN ISSUES IN PIPELINE
FOCUS ON WHOLESALES TARGETS, WORK BACK ACROSS MONTH

The delivery plans for the current month (M) and following months will be established in Week 1 or Week 2 of the previous month (M-1)**.**

Week by week detail is determined by applying the targets and timing of achievement of targets for the month (M) over the calendar month and weeks.

The operational plan is for the following period, days or weeks as appropriate by mode (i.e. operational plans will cover a longer timeframe for shipping than for compound to dealer movement by road).

The **forecast** is the changeable detail of the periods further ahead, which is used for capacity planning rather than detailed operational planning.

Plans and forecasts should include market allocation splits, including by region within a market, as well as implications of targets on the stock balances within the delivery chain, including at dealers. This allocation to regions and routes allows a better split of forecast and detailed planning by LSPs. **Best practice** involves an OEM central team of excellence **modelling the end-to-end flows**, from plants to markets and from markets to dealers, so that the knock-on impacts of congestion on any leg or process stage are identified, with enough detail to allow for demand smoothing. This way congestion is avoided or minimised.

The **modelling** should be able to create monthly buckets for the long-range forecast, broken down into weeks within the month for medium range forecasts, while the short-range operational forecast should detail execution plans by day for the nearest weeks on the planning horizon. Modelling should, within the stable planning process, aim to smooth vehicle flows and identify solutions for scenarios involving risks to production, sales and delivery chain planning.

The detailed plan and **forward** forecast should take account of the impact of the pattern of days of each calendar month (so include consideration of the number of working days for each partner in the delivery chain i.e. weekends, national holidays and short weeks). **Final call-off dates**[3] should be integrated into the plan. In principle, contracts should be flexible enough so that targets and priorities can be managed with LSPs when they change, including KPI and any bonus and malus schemes; for example, where there is a significant backlog of sold customer orders that are late for dealer delivery, LSPs could, in agreement with the OEM,

[3] Final call-off date is the last point at which a car can leave the current point in the supply chain if it is going to arrive in time to count towards a certain sales or wholesale target, which includes meeting lading and scheduled departure deadlines for rail and ship movements.

prioritise drop density and so fleet utilisation, rather than optimisation of sold order promise dates.

The data listed in Table 1 (Input Data) will be required to build the detailed forecast and should be updated with any known new changes or constraints and flagged by sales and production.

Step 3 – Adhering to a regular planning review for OEMs and LSPs to approve the forecast and planning

The finished vehicle forecast and plan should be approved and backed by sales at the appropriate points in the production programming cycle, i.e. after the production programming meeting and subsequent finalisation of sales planning.

The FVL forecast and plan, should then be appropriately transmitted through an agreed template (*See Appendix 1*) to the LSPs, including digital platforms.

The forecast and plan should be reviewed by the LSPs, who then confirm their delivery capacity and ability to meet the demands of the forecast and plan. An online monthly review meeting that is fixed within a stable monthly process creates a known forum where any issues can be addressed and hopefully resolved.

LSPs should be regularly involved in the sense check and review cycle of the forecast plan as described in STEP 1.

STEP 3
Sales within NSC takes ownership of delivery plan
If the initial planning needs reviewing, sales should review it and return it to logistics
Sales confirms the delivery plan
When delivery plan is confirmed, review it with LSPs, preferably within the monthly review call
LSPs to confirm they can deliver the plan
LSPs committed and informed via review cycle
Special actions should be flagged (e.g. fleet call off)
Contingency plans should be agreed if additional capacity is required for uncertain event (e.g. fleet call off or WIP actions)
Availability of subcontractors checked and reserved if possible

Once LSPs have received and confirmed the forecasting and plan for the immediate periods, short-term actions like large fleet call-offs (which are difficult to foresee in the forecasting process) may require special actions.

Step 4 – Inputs to continuous improvement that should run alongside operational planning cycles

The monthly FVL forecasting cycle established between OEM and LSP should be continuously reviewed and improved.

The quality of the FVL forecast and plan should be monitored, alongside the agreed processes established within the forecasting cycle.

Review of LSP performance should take into consideration both what they committed to and the quality of the FVL forecast and plan. The long-term aim should be to stabilise and reduce variances in both forecasts and actual vehicle flows.

STEP 4
REVIEW KPIS (E.G. FORECAST VARIANCE AND QUALITY)
MONITOR BUILD TO ORDER RATES AND SOLD ORDER CONTENT
LSP, SALES AND LOGISTICS DEPARTMENTS REVIEW FORECAST QUALITY WITHIN OVERALL MONTHLY AND CONTRACTUAL REVIEW CYCLE
INTERNAL DEPARTMENTAL TERMS OF ENGAGEMENT REVIEW
ADJUST TERMS AND TARGETS AS REQUIRED, INCLUDING RISK SHARE

Within the OEM, the FVL forecast and planning function should continuously assess the engagement of production and sales planning, alongside the quality of the data provided by these functions.

Internal service level agreements within the sales, production and vehicle logistics planning functions within the OEM can be applied to help improve co-ordination and continuous improvement.

The quality of adherence to the forecasting and review cycle and implications of variance of the FVL forecasts and detailed plans can also be incorporated into contractual terms between OEM and LSP, including scope within the contracts for changes to KPI as deemed appropriate. This could include some mechanisms for risk sharing between the parties, as deemed appropriate.

5. Conclusions: better information, modelling and planning review processes should improve both forecasting and use of network capacity

The first edition of this standard stated that poor forecasting has a negative impact on limited capacity within the sector, a fact acknowledged by OEMs and LSPs involved in the original study. The capacity shortage that has, perhaps unsurprisingly, followed an extended period of uncertainty in volumes and revenues for LSPs in 2022-2023 underlines just how important good planning information is for investment in, availability of, and sustainability within the finished vehicle delivery chain.

The **"ECG guide to Finished Vehicle Logistics forecasting"** lays out a set of principles and a methodology aimed at aligning the forecasting processes within OEMs and with LSPs, with the purpose of improving capacity through more efficient use of resources within the FVL sector.

All partners in the vehicle delivery chain should see long-term improvements in efficiency and capacity if the standard principles, processes and tools outlined in this document are incorporated into both the policy and operational activity of OEMs and LSPs. Whilst the detail within these processes will inevitably be developed, created and adapted for use by LSPs and OEMs as appropriate by delivery mode and region, the more widely this overall approach is applied, the more the whole sector will benefit from it. Common data transmission standards and alignment to forecasting, review and approval processes will enable further and deeper long-term continuous improvement. Improvement by all individual LSPs and OEMs will be better supported by a co-ordinated approach, as even the LSPs and OEMs with better forecasting processes will benefit from overall improvements in the approach taken by the sector as a whole. OEMs and LSPs need to establish stable and regular communication and commit to developing equally stable and reliable vehicle flows, aimed at allowing greater utilisation of network capacity, including the merging and balancing allowed for by backloading.

ECG recommends the implementation of these standard processes and methodology for FVL forecasting and planning and, where appropriate, inclusion within both internal service level agreements within OEMs and the contractual arrangements between OEMs and LSPs. The development of digital platforms, currently in progress at a number of OEMs, should be done with the assistance of the users, i.e. the LSP base, in order to try to accommodate the need for LSPs to incorporate two-way flows and a better utilised Europe-wide FVL network. For the development of the digital platforms on the OEM-side, one standard is already available for the digital messages: the ECG-Odette-VDA standard on digital messages, published in 2020, which is undergoing a continuous improvement and maintenance process since then, driven principally by OEM implementations.

As one OEM has suggested, OEMs may be able to focus attention on the need for stabilised processes in both vehicle logistics forecasting and execution if the market delivery system is viewed as extensions of the factory lines. Indeed, many OEM strategies, such as moving the retail networks away from franchise agreements and towards agency contracts, may enforce

more discipline on end-to-end inventory, as manufacturers take on legal title until final sale to end customer.

Glossary of useful terms

Term	Definition
Drop density	Average distance travelled per car delivered during final distribution
FVL	Finished Vehicle Logistics
LSP	Logistics Service Provider
NSC/NMSC	National Sales Company/National Marketing & Sales Company; synonym of importer
OEM	Original Equipment Manufacturer; in the context of this document, a vehicle manufacturer
Sold order	A vehicle allocated to a customer
WIP	Work in Progress; an incomplete vehicle

Appendix I – ECG forecast data template

Monthly Forecast Template

Update Frequency M			*Every 15th M-1**																
	Reference	Source	Destination	Customer or Supplier	Planning Source	Model	Jan-YY	Feb-YY	Mar-YY	Apr-YY	May-YY	Jun-YY	Jul-YY	Aug-YY	Sep-YY	Oct-YY	Nov-YY	Dec-YY	Total-YY
Volume																			

* Ideally for more than one year ahead

Weekly Forecast Template

Update Frequency W			*Every Thursday W-1 & Every 15th M-1*																
	Reference	Source	Destination	Customer or Supplier	Planning Source	Model	CW 01	CW 02	CW 03	CW 04	...	CW 46	CW 47	CW 48	CW 49	CW 50	CW 51	CW 52	Total-YY
Volume																			

Combined Weekly-Monthly Template

Update Frequency W & M			*Every Thursday W-1 & Every 15th M-1*																
	Reference	Source	Destination	Customer or Supplier	Planning Source	Model	CW 01	CW 02	CW 03	CW 04	CW 05	Jan-YY	CW 06	CW 07	CW 08	CW 09	Feb-YY	...	Total-YY
Volume																			

Legend

Reference	Identification
Source	Place of origin
Destination	Region/dealer
Customer/Supplier	Name of OEM/LSP
Planning Source	Sales/Production
Model	Vehicle
CW	Calendar Week
W	Current week
CW-1	Previous week
M	Current month
M-1	Previous month
YY	Year
Volume	...by row by week and month

Appendix II – Template for monthly forecasting cycle

Mid-month M-1
Forecasting plan sent to LSP for Month M by using template

Meeting and dialogue between OEM and LSP after OEM programming meeting, where LSP raises issues but otherwise confirms ability to meet plan

MONTH M-1

M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
1	2	3	4	5	6	7	8	9	10	11	12	13	14	**15**	16	17	18	19	20	21	**22**	23	24	25	26	27	28

Step 1 – Initial planning and review of sales, production, and logistics information

Step 2 – Building the forecasting plan based on the most up-to-date information

Step 3 – Adhering to a regular planning review for OEMs and LSPs to approve the forecast and planning

DAY 1
Markets reconcile meeting wholesale targets and plan for Month M

Critical for all end-to-end flows, plant and port to market, and market to dealer

DAY 15
Production agrees supply to market for Month M

Changes here will have more immediate impact on plant to market flows

DAY 22
Markets typically report on whether they expect to meet wholesale targets

Important to anticipate early in the month, to smooth market to dealer flows

MONTH M

M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
29	30	1	2	3	4	5	6	7	8	**9**	10	11	12	**13**	14	15	**16**	17	18	19	**20**	21	22	**23**	24	25	26

Step 4 – Inputs to continuous improvement that should run alongside operational planning cycles

Thursdays
Weekly updates to the forecast plan
OEMs ↔ LSPs

Communication of bottlenecks and constraints by both OEM and LSP, and changes in the forward-looking indicators (e.g., stock balances, order pipeline status, expected WIP car activity)
Continuous improvement should be a forum for testing new ideas and processes

Weekends
National holidays
Short weeks

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