

Planning Schema

	Demand: Quantities fixed at customer	Demand: Quantities variable at customer as $f(\text{promotion})$	
Supply Chain: Costs & Quantities fixed within supply chain	FINANCIAL PLANNING and Analysis (FPA) • IBM (Cognos, Clarity) • SAP (Business Objects) • Infor (Geac) • Oracle (Hyperion) • SAS • Beyond Budgeting Roundtable (rolling forecasts) • Microsoft • Adaptive Planning • Longview • Prophix • Carpio • Targetik • Alight Planning • River Logic • Whitebirch SALES & OPERATIONS PLANNING (S&OP) • JDA • Steelwedge • Kinaxis • Oliver Wright	SALES PLANNING (Sales Resource Optimization) • Zs Assoc • IMS Health • NPV Marketing • Symphony Marketing • Mkt Share Partners	MARKETING PLANNING (Mix Modeling) • Marketing Management Analytics • Hudson River Group • Analytic Partners • Marketing Analytics • Mkt Share Partners • Think Analytics • Polaris Research • et al.
Supply Chain: Costs variable within supply chain as $f(\text{quantity})$	SUPPLY CHAIN NETWORK DESIGN • INSIGHT • Ilog • i2 • Infor • Llamasoft	Enterprise Master Plan Strategic Enterprise Master Plan • INSIGHT	