Recent studies show that average perfect order fill rates vary drastically and are as low as 80% or less in some industries. What explains the wide range of perfect order fulfillment and why can't companies achieve 100% fulfillment?

- Are expectations set too high by the marketing/sales organizations?
- Are the marketing/sales promises based on unrealistic supply plans for fulfilling orders?
- Are there glitches in supply chain and logistics during order fulfillment?
- Are demand and supply organizations just not communicating well enough?

Increasing complexity and uncertainty in supply chains partially explain the root causes of these significant challenges to supply chains, but the environment alone does not explain all of the challenges. This symposium will address these questions and the core disconnects between the traditional supply chain management activities and the demand generation and management processes by looking at integrated demand management processes. These involve matching supply and demand in planning, as well as during the promising and fulfillment of orders.

The first day of the symposium will expose state-of-the-art practices for integrating supply and demand, and the second day will focus on what is possible and the obstacles to attaining the potential. As is our tradition, the session will entail a series of presentations from practitioners and researchers and in depth facilitated exchanges and discussions to reveal new insights and wisdom that will be useful and timely for attendees.

This event is part of an ongoing series of symposiums offered by the MIT Center for Transportation and Logistics (CTL) for sponsors and the MIT community.

Please contact Nancy Martin at 617.253.1547 or nlmartin@mit.edu to register for the event.
SCHEDULE AND SPEAKERS

Wednesday, Sept. 22

11:30 pm Registration and Lunch

1:00 pm Welcome and Event Kick Off

**Bill O'Connor, Gillette** Director - Center of Expertise will talk about the progressive logistics programs that Gillette uses to coordinate and integrate with its customers.

**Mike Mastroianni, Campbell Soup Co.** Vice President North America Planning and Operations will talk about how they've revised the sales and operations planning (S&OP) process to incorporate more new product introductions and to make it more responsive to changes in demand.

**Seema Phull, Enterasys Networks** Director Process and Technology will describe how they've adopted the S&OP process to a discrete, complex manufacturing environment for balance between sales and operations, making the system more responsive to changes in both supply & demand.

5:30 pm End of Presentations and Reception

6:30 pm Adjourn

Thursday, Sept. 23

7:30 am Continental Breakfast

8:00 am Presentations

**Mary Wilson, Fairchild Semiconductor** Director Global SCM Planning Systems will share Fairchild's real-time order promising processes (e.g. matching order to chip production, including it’s contract manufacturers).

**Professor Thomas W. Malone, MIT** Patrick J. McGovern Professor of Management at the Sloan School and Director of the MIT Center for Coordination Science will talk about his work using an internal marketplace to coordinate demand and supply within the firm. This work was recently the core of a Harvard Business Review article ("Bringing the Market Inside", HBR April 2004) and a chapter in his new book entitled "The Future of Work" (HBS Press). This talk with help us pioneer new methods to integrate demand and supply.

1:30 pm Adjourn