

CASE STUDY

How a Leading Global Oral Care Company Transformed Demand Planning into a Stronger IBP Foundation with 3SC

Up to 75%
Sustained AI forecast accuracy

8–11 pp
Improvement in forecast accuracy

>50%
Reduction in planning cycle time

Up to 40%
Reduction in planning workload

About the Client

The company is a global leader in oral and personal care industry, managing a complex CPG portfolio of more than 4,000 SKUs across eight channels, multiple markets, and four plants. Operating in a highly promotion-led environment, the business manages frequent portfolio changes, short planning horizons, and demand volatility across traditional trade, direct trade, modern channels, and ecommerce.

> 3SC helped us create a more reliable and responsive demand planning process across the business. With a trusted demand signal and greater visibility into exceptions, our teams can align faster and make more confident planning decisions.

The Challenge

The key challenges included:

- Forecast accuracy declining during promotional periods and demand volatility
- Channel-specific demand drivers requiring frequent manual overrides
- Multiple reconciliation cycles across Sales, Supply Chain, and Finance
- Planning cycles extending to nearly 90 days
- Forecast refreshes lagging changing market and channel signals
- Higher inventory buffers maintained to absorb demand uncertainty
- Fragmented planning inputs across multiple enterprise systems
- Excessive planner effort spent reconciling forecasts and functional assumptions
- IBP discussions focused on debating numbers rather than making decisions

The Solution

Building a Demand-First Foundation for IBP

3SC redesigned the demand planning process around an AI-powered, promotion-aware forecasting framework that established one trusted demand baseline across functions.

1. AI-Powered Forecasting

SKU-level AI/ML forecasts combined internal and external demand signals to capture promotional effects and improve forecast accuracy.

2. Dynamic demand planning

SKU-level forecasts were dynamically aggregated across customer groups, channels, markets, and business hierarchies to support operational and executive planning.

3. Exception-based planning

The organization shifted from quarterly refreshes to monthly, exception-based planning, automating stable demand while planners focused on material deviations.

4. Integrated performance visibility

Dashboards tracked forecast accuracy, bias, overrides, and exceptions, creating one common demand view for Sales, Supply Chain, and Finance.

Implementation Scope with 3SC

The transformation was not limited to forecast generation. A structured consensus workflow brought Sales, Marketing, Planning, and Supply Chain into the same planning cadence.



- SKU-level AI/ML demand forecasting
- Promotion-aware forecasting models
- Baseline, AI-enhanced, and operational forecasts
- Dynamic channel, customer, and market aggregation
- Monthly exception-based planning
- Forecast accuracy and bias monitoring
- Automated exception and override management
- Integration of 15+ enterprise data sources
- Governance of tens of millions of planning records
- Shared demand dashboards across business functions

Why 3SC

3SC transformed demand planning from a reconciliation-heavy process into a trusted foundation for IBP. By combining AI-powered forecasting, promotion intelligence, exception-based planning, and integrated visibility, the organization achieved approximately 75% sustained forecast accuracy, improved forecast performance by 8–11 percentage points, reduced planning cycle time from nearly 90 days to approximately 30 days, and lowered planning workload by around 40%. Within 24 weeks, the business established a more responsive demand-first IBP model that improved decision speed, cross-functional alignment, and working capital performance.

