

Manager Demo Script

Managers spend a lot of their time worrying about things like numbers, or execution against plans, and of making the best of any opportunity that comes up.

But combining the right numbers with the right opportunities is not an easy thing for most busy managers. Their efforts to understand and act on opportunities run the gamut – from simple “gut feel” decisions, to decisions based on disparate data, from multiple systems, or from intricate systems of interlinked, error prone spreadsheets.

Using the powerful combination of IBM Cognos 8 Business Intelligence, together with IBM Cognos TM1’s unmatched, 64-bit in-memory planning and “what-if” analysis capabilities, managers and teams can easily see where they are in terms of key metrics, and plan together towards common goals.

In this demonstration, we’ll be the marketing manager who is following up on a request made in the Executive demonstration. The marketing manager’s boss inquired about a successful product cross-sell campaign that was run in the company’s San Francisco office.

The executive asked his manager to do some “what if” analysis to gauge the potential upside impact of duplicating the highly successful campaign that was run in San Francisco in another of the company’s channels.

The manager begins in his Marketing Campaign dashboard, where he has instant insight into the historical trends and values for all of the company’s major marketing programs and campaigns.

He recalls that the original campaign in question was run in the San Francisco office, in the first half of 2009, and was aimed at cross selling high margin receivers with some of the company’s more successful flat panel televisions.

To remind himself of the numbers, the manager opens his Marketing Program Detail page, which he shares with the rest of the management team.

Quickly he filters the information to show the details for the campaign in question, and he sees the success of the Get and Receive campaign that was run earlier in the year – with actual revenue exceeding target by almost 140 percent.

The manager next opens his Major Programs tab, where he can view the historical details for marketing campaigns within each major program area, and he focuses on Cross-Sell / Up-Sell campaigns.

He sees the history for the Get and Receive campaign – run in the first half of the year.

He changes the focus to 2010 and clicks Finish.

Immediately the display updates, showing the trends for the selected filter.

Note his dashboard handles the case where no data is returned gracefully – with custom messages rather than simply empty charts in the cases where a campaign was not run.



Next, the manager focuses on Receivers, and the display updates, with the prompt cascading to show all of the receivers the company sells.

The manager zeroes in on the top-end receivers to see the forecasts for them, and he is impressed. Definitely time to plan for this kind of campaign in the New York store, and the manager would like to model it on the values he sees here – from the campaign currently planned for the San Francisco store.

This current report while great only shows trend lines, and the manager wishes to see the numbers.

He can hover over any point to see the value for that month, but this makes comparisons difficult.

In most organizations, a manager who wants a new report, with numbers that he or she needs, would have to ask IT for an updated version or variant this report. Such a request might take days or even weeks to be fulfilled depending on the IT department's backlog and workload.

But in this case, because the manager is using IBM Cognos 8 BI, he can simply get his numbers using intuitive self-service features, with no back and forth to IT whatsoever.

The manager launches the IBM Cognos 8 Business Intelligence ad hoc query tool.

Building the report he wants will take him only a couple of minutes, using an intuitive, drag and drop interface that's 100% Web based.

The manager ultimately wants to know about **product** forecasts, actuals, and targets, so he begins by adding his product classes as well as his products.

Because he wishes to focus on the products involved in a cross-sell campaign involving flat panel TVs and high-end receivers, he filters on those product classes.

He also wished to view data for specific time periods, so he adds Years and Quarters to his report, and then he filters the years to exclude 2010.

The manager next decides he wants a distinct report section for each year

And then drags in the measures he wants to see in this report: Marketing Revenue and Percent of Target.

Next he pivots the data based on quarters.

And he wants to be able to identify good and poor performance easily, so he quickly defines conditional styles for his Percent of Target measure.

The intuitive interface allows him to set whatever thresholds he wishes. In this case he adds values indicating that everything above 100% is "good", everything below 95% is "poor" and everything in between is "average".

Note that these styles are pre-defined so business users can start applying them right away.

The last thing the manager does is add his campaign dimension to his report, and again invokes the Filter dialog.



He sets the filter to include all campaigns in the Cross-Sell Up-Sell program.

Additionally, he sets this filter to prompt for values each time the report is run, so he can use this one report to track any campaign within his domain, making it flexible as new campaigns are planned and executed.

The manager collapses the display to see summary-level results for his Product Classes, and notes the summary for Percent of Target is not displaying data.

He will have to let IT know that there may be an issue in the way that they have defined the rollup for this measure.

In the meantime, he simply sets the Aggregation property for it himself, so that the averages are displayed.

There are many other formatting changes the manager could apply here – data formats, font size and color changes, or choosing an alternative report output format such as PDF or Microsoft Excel. But for now, he has his numbers, so he assigns a title reflecting the report content, and then he saves the report in his own Personal Folders area.

Note that because all of the IBM Cognos 8 BI tools share a common report specification, the manager can actually share this initial report with his IT team, who can open it in the professional reporting tool – IBM Cognos Report Studio – to make enhancements to it.

This reporting life cycle – from business users directly to IT – brings collaboration between business users and IT professionals to a whole new level. Rather than concepts on paper, business users can promote actual report prototypes to their peers in IT, where BI professionals with more advanced tools can enhance them and integrate them back into existing BI solutions.

The manager returns to his dashboard, satisfied that he has the numbers he'll need whenever he wants them.

Next, he sets out to create the new campaign scenario for the New York store, to respond to his boss's request.

All of the company's channel planning is done using IBM Cognos TM1 and IBM Cognos Contributor workflows.

Here each manager of each sales channel can take complete ownership of marketing campaign plans for his or her area of responsibility.

Each node in this workflow is owned by the respective manager of that area of the business. And while this particular workflow is organized based on sales channels, workflows can be created to match any planning structure or need – for example, an organizational hierarchy, a set of product families or brands, or whatever other dimensions against which an organization formulates plans.

Unlike many planning systems, this one is totally centralized and governed, built using IBM Cognos TM1's powerful 64-bit in-memory analytics engine. There are no disconnected systems of spreadsheets with complex macros, and no disconnected pockets of conflicting information.



In this case, the planning workflow has been started, but it's clearly not finished.

Some of the plan owners have already submitted their plans, and are awaiting reviews, while others have not yet started.

Below is the Review portion of the workflow, where those ultimately responsible for vetting plans can accept, reject, or modify submitted plans for their areas of responsibility.

In this case, the marketing manager needs to generate a new campaign scenario for his New York store.

In the information area, below the reviewer list, is a Create Scenarios link. This link opens a pre-defined TM1 WebSheet with which any marketing manager can create and test their ideas for new campaigns.

And when they have created those scenarios, they can instantly review the results of their hypotheses and assumptions in the Campaign Scenarios tab.

In this case, no new scenarios yet exist – so there is nothing to compare at this point.

Back in the Marketing Plan Contributions tab, the marketing manager simply opens the Create Scenarios link.

And is presented with a very simple interface that prompts him to enter the name of the new 'scenario' campaign he wishes to create – in this case, a Receiver Cross-Sell campaign for the New York store in 2010.

The manager can also set where in the Campaigns hierarchy to create it.

This ability to create new members "on the fly" in any hierarchy is totally automated using pre-defined processes, allowing managers to test new scenarios whenever they wish.

The manager can also select which existing campaign to base the new campaign on, and then copy the underlying drivers from that campaign into his proposed scenario. In this case, the success of the Get and Receive campaign was the driving factor for this request, so it will underpin this new scenario.

And with the new scenario created, the information on the Campaign Scenarios tab is updated, with the new scenario now in place and awaiting only the addition of planning numbers.

With the framework for his new scenario in place, the marketing manager returns to the IBM Cognos Contributor workflow, and opens the planning node for New York.

The first thing he does is assume ownership for this part of the plan workflow.

By doing so, he becomes responsible for making any changes and for submitting them for review.

Next, he drags the Income Statement pane below his Campaigns display, so he'll be able to see instantly the effects of his proposed changes on the income statement.

The manager next drags his product SKUs onto the rows of the display.



He then changes the context to show values for the new scenario campaign that he just created, so naturally all of the values there are zero, as no numbers yet exist for it.

The current display shows all product classes.

The original Get and Receive campaign involved cross-sales of specific high-end receivers with some of the company's more successful flat panel televisions, so the manager filters the display to show only those products using a pre-defined view built into this cube.

Rather than entering forecast values for this new campaign manually, the manager chooses to base his starting point on the Get and Receive campaign plan forecast from a sister channel – the San Francisco store – where the original pilot was run, and where the 2010 plan is already in place.

The manager uses a Relative Proportional Spread, which allocates numbers for the campaign driver – in this case, Units Sold – from other places the Channel and Campaign hierarchies to seed the values for this new campaign.

The number presented here represents the total forecast units sold for flat panel televisions in San Francisco for the driver campaign.

The manager believes he can do better, so he ups the number slightly to 1800 units, and then allows TM1 to spread the numbers across the first half of the year, for flat panel televisions.

With his base forecast for flat panels already in place, the manager repeats the process for receivers, again using the Get and Receive campaign in San Francisco as his basis, and once again he adjusts the numbers upwards.

Wanting to see the impact on revenue, the manager changes the display to show that.

And then he recalculates.

Instantly he sees the impact on the Income statement, with numbers for units sold feeding into overall Total Revenue.

The manager adjusts the display slightly to focus on the Income Statement, and sees the numbers for Operating Margin, at just under 53 percent for January, ranging up to almost 54 percent in June.

The manager can quickly gauge the impact of his campaign scenario simply by clicking the Undo button. And he sees that his scenario campaign has added almost half a percentage point to margin.

This would be a fantastic result, but of course the new campaign will not be without expenses.

The manager filters his Campaigns display to show expenses for Advertising.

He decided to use a simple Equal Spread for his advertising forecast, and thinks the overall number will net out to about 900 thousand dollars.



He does the same thing for his Direct Mail expense, applying an equal spread of 750 thousand dollars across the duration of the campaign.

He leaves the Web Hosting expense set at zero, as all of those costs are already accounted for out of the IT budget.

With expenses accounted for, the manager recalculates again, and discovers that he has lost almost all of the operating margin he'd gained earlier.

The manager recalls that in the pilot campaign, forecasts for the receiver products were exceeded by a wide margin – up to 150% in some cases. So he makes an upward adjustment of 40 percent to his current forecast.

The manager recalculates, and is pleased to see that the numbers for margin are pretty much what he had in mind – an average improvement of a quarter to a third of a point across the board.

The manager could now submit his plan for review.

But before he does so, he decides to test another hypothesis around his marketing expenses.

He creates a sandbox to test the impact of lower expenses than the ones he just entered.

A sandbox is exactly what the name implies – an area where numbers can be tested in isolation from other scenarios and baseline plans.

The manager thinks his group can possibly control expenses more tightly than he's indicated in the baseline plan, so he returns to his expenses starting with Advertising.

Using a Percent Change spread, he adjusts this expense downwards by 30 percent.

He then does the same thing, applying a 40 percent downward adjustment for Direct Mail.

Sandboxes allow any manager to safely test any number or combination of assumptions and contingencies when conducting their business plans, all within the context of their main planning system.

With his base forecast in place, the manager chooses to submit the plan for review, and then closes the Contributor interface.

Back in the work flow, his plan now shows as locked, and is ready to be reviewed by his manager, who should be pleased with the potential impact of the new campaign on revenue and margin.

The manager can quickly and easily see that impact himself using IBM Cognos 8 in his Campaign Scenarios tab.

He returns there and refreshes the display, and instantly he sees the impact of his scenario campaign on the overall Cross-Sell Up-Sell program.

This is a report he will definitely share with his peers and his manager. The numbers look great across the board, especially as the campaign gathers steam through the year.



With exactly that thought in mind, the manager recalls that he has to present these numbers to the marketing management team tomorrow morning.

He had started to build out a slide deck for that purpose, and he opens it so he can update it with the current planning numbers using IBM Cognos GO Office.

IBM Cognos GO Office allows any user to avoid the pitfalls of copying and pasting numbers, which leads to the inevitable case of numbers not agreeing across the organization.

The manager has access to his group's IBM Cognos BI content directly from within his Microsoft Office products.

Just like the data on his dashboard, this data is secured, using exactly the same security infrastructure.

The manager quickly navigates to the report from which he wishes to include data, first pulling in the numbers from the pilot campaign that was executed in San Francisco.

And then he pulls in the updates from the report we just saw, showing the impact of his new scenario on the revenue for the first half of the year.

The ability to draw numbers not by copying and pasting, but rather from the organization's planning system of record, means that there can be no disputing the numbers in planning meetings. The manager can be confident that what he is showing his management team is the one and only version of this data.

As you've seen in this relatively simple demonstration, the combination of IBM Cognos 8 Business Intelligence, together with powerful "what if" scenario modeling capabilities in IBM Cognos TM1, helps managers arrive at the right decisions. Our customers successfully use these products to plan and manage in virtually all industries, across all lines of business, with systems ranging from simple ones like this, to the most complex business intelligence and performance management needs.

With IBM Cognos software, managers can easily and confidently review, assess, and interact with existing information in visually appealing dashboards. When a specific report they need doesn't exist, they can quickly and easily service their own needs. They can explore virtually unlimited "what if" scenarios to test opportunities and challenges as they arise, and easily share those numbers, directly from their BI system, with others.

The result for managers is a solution that enables them to apply their know-how to drive business performance in the best possible way, to see the impact of potential new initiatives, and to have complete confidence in their key business decisions.

