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IBM Cognos Performance
Better Intelligence. Better Business.

**Driving Smarter Decisions
through Planning and
Analysis solutions powered by
IBM Cognos 8**

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IBM Software Group
Email: cilacqua@us.ibm.com



Goals

- See how IBM Cognos Planning and Analysis solutions provide all the necessary capabilities to meet the diverse needs of Enterprise Planning & Analysis across your organization.
- Learn how the combination of analysis, modeling, and collaboration combined with and best practices such as driver based forecasts can drive faster and smarter decisions across your organization.
- See the solution in action with an in-depth demonstration that will help you evaluate the benefits of IBM Cognos Planning & Analysis solutions for your organization



Agenda

- Finance & IT Challenges
- Overview Of Financial Performance Management Product Portfolio
- Enterprise Planning Solutions
- Performance Management Journey
- Demo
- Q&A
- Summary



Finance & IT Functions Faces Challenges

Need for
Efficient and
Sustainable
Compliance



Insatiable Drive
for Optimal
Business
Performance



The Challenge with Decision-Making Today: Elevated Finance & IT Demands



**Business
Manager**



**Line
Manager**



**Financial
& Business
Analyst**



BI Professional



CIO

FINANCE EXECUTIVES

IT EXECUTIVES

Inform, engage, and align the business user community in PM process to drive better business outcomes

Empower the business users while cost-effectively meeting requirements for performance, conformance scalability and compliance.



Executive



CFO



**Individual
Contributor**



Architect



Status Quo is Failing the Office of Finance

Spreadsheets Failing

“there have been well-documented cases of errors and losses resulting from spreadsheet manipulation errors and accidents.”

Source: Gartner, August 2007

Disparate Systems

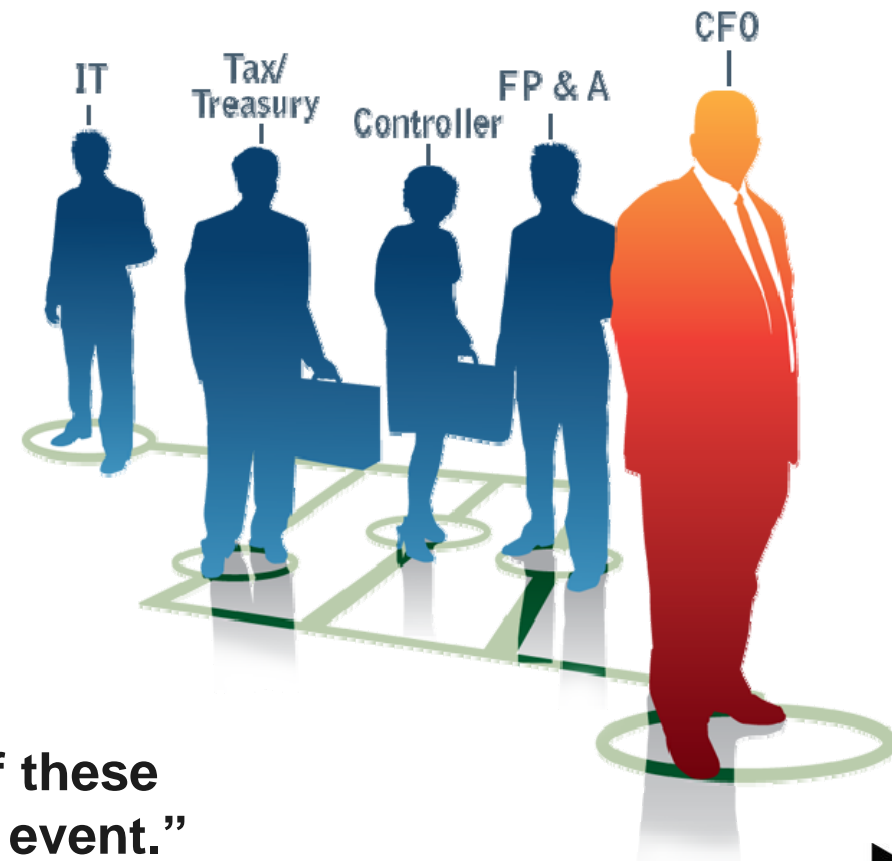
“Average finance organizations operate 11 finance systems per billion dollars of revenue.”

Source: Hackett Group, 2007

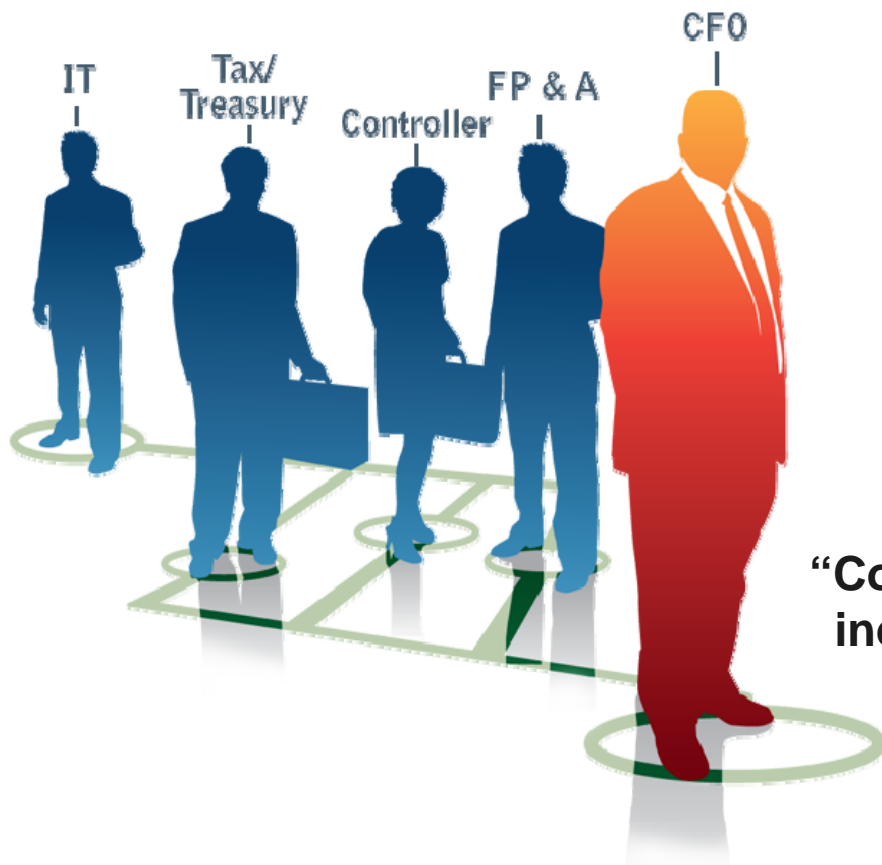
Business Risks

“62 percent of enterprises ... encountered a major risk event ... 42 % of these enterprises were not well prepared for the event.”

Source: IBM Global CFO Study 2008



...But Forward Thinkers are Thriving



Driving Performance

“68% anticipate serving as the performance management experts for the rest of the company.”

Source: IBM Cognos / CFO Research, 2008

...Enterprise Rewards

“World-class EPM organizations deliver 2.4 times the returns of industry-peers companies.”

Source: Hackett Group, 2008

...with Professional Upside

“Corporate performance and CFO performance are inextricably linked; CFOs that deliver shareholder value are most likely to achieve the next career step they desire.”

Source: CFO Executive Board, Strategies for Inflecting CFO Performance, 2004

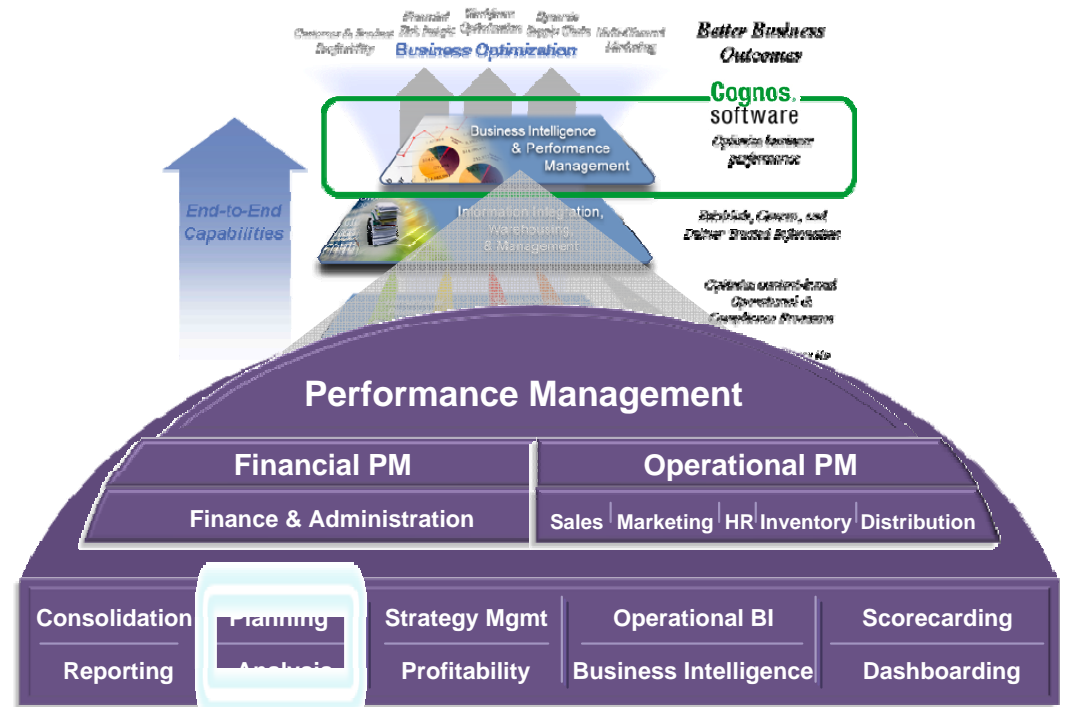
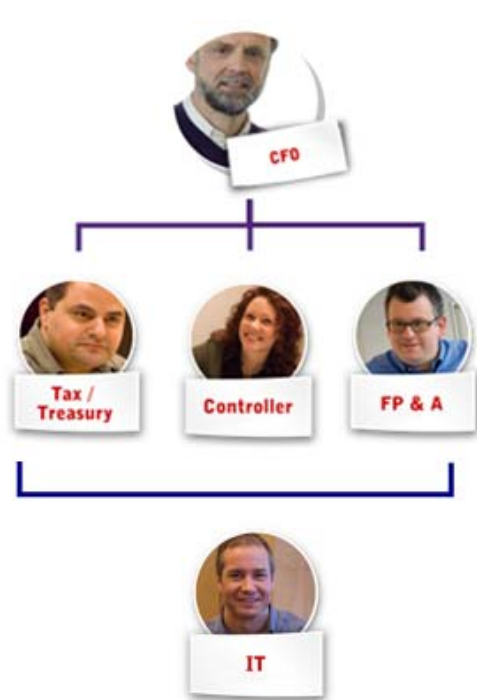


Agenda

- Finance & IT Challenges
- IBM Cognos Performance Management Platform
- Enterprise Planning Solutions
- Performance Management Journey
- Demo
- Q&A
- Summary



IBM Cognos Performance Management System



Our Mission: Help Finance drive performance management process excellence and better business outcomes; report with confidence, accelerate alignment of resources with opportunity.

- IBM Cognos 8 Controller
- ➔ IBM Cognos TM1
- Cognos 8 Business Intelligence
- Cognos 8 Business Viewpoint
- Performance Blueprints

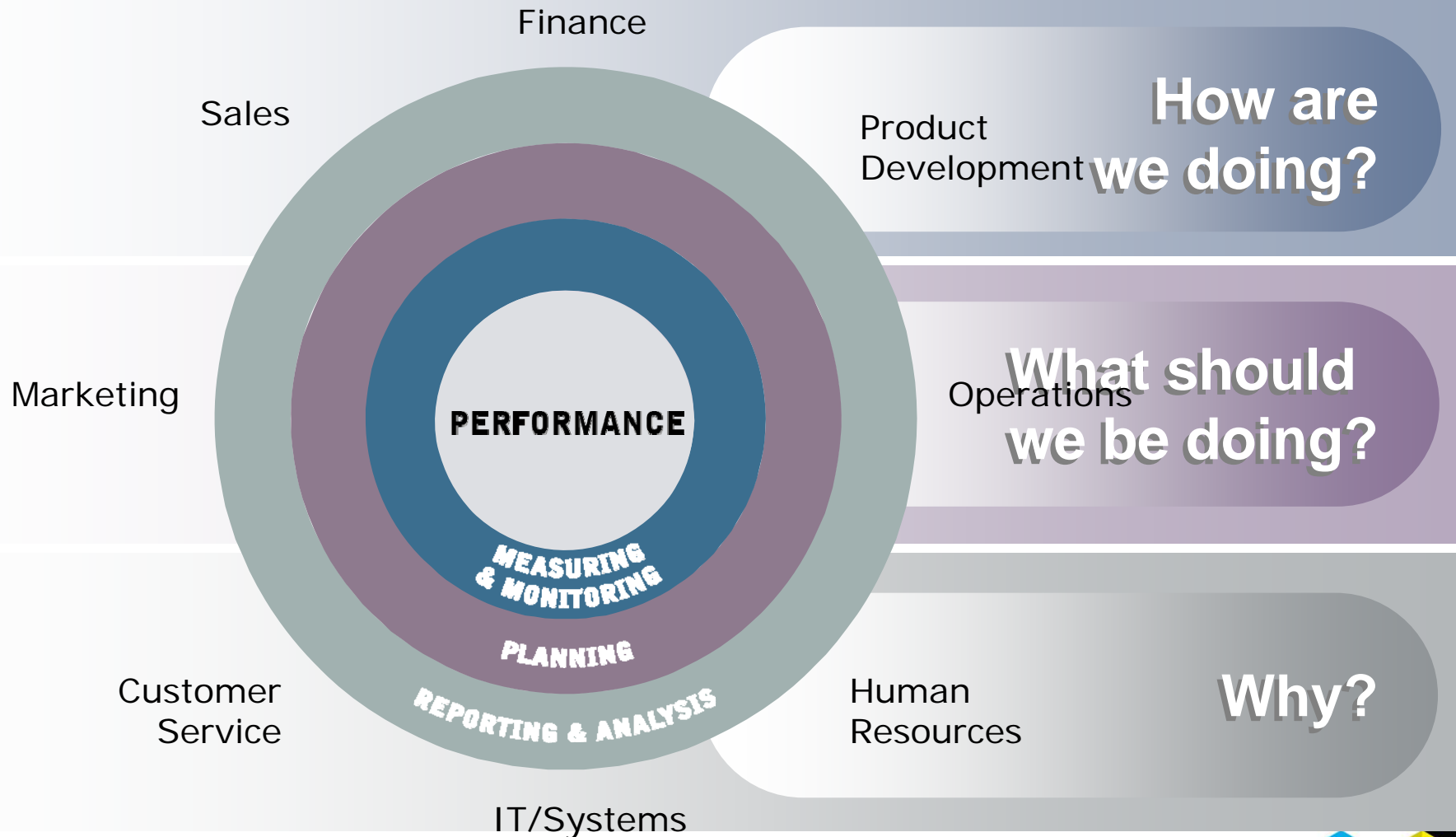


Agenda

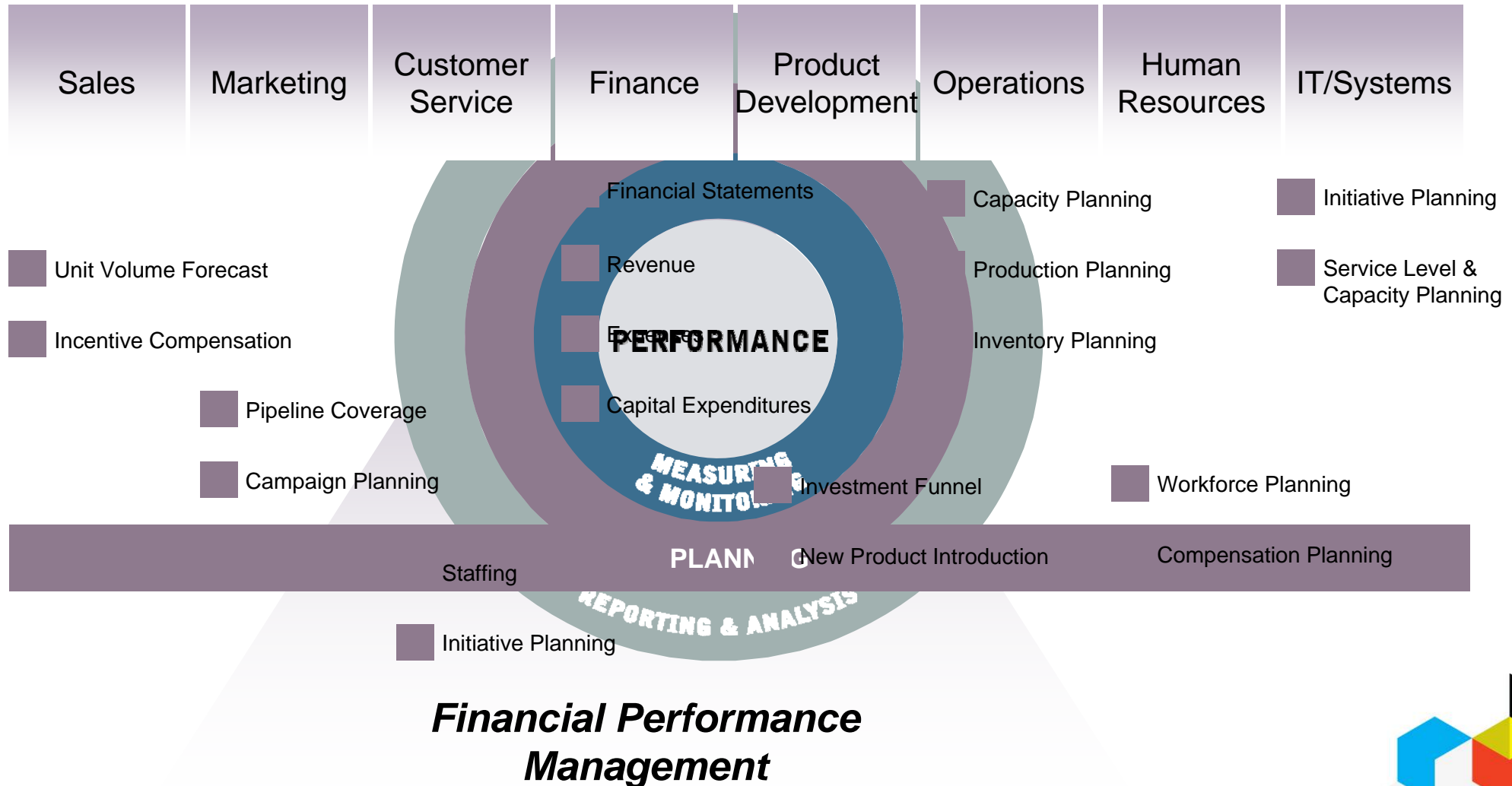
- Finance & IT Challenges
- IBM Cognos Performance Management Platform
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BI and Performance Management ***Plan, Understand and Optimize Performance***

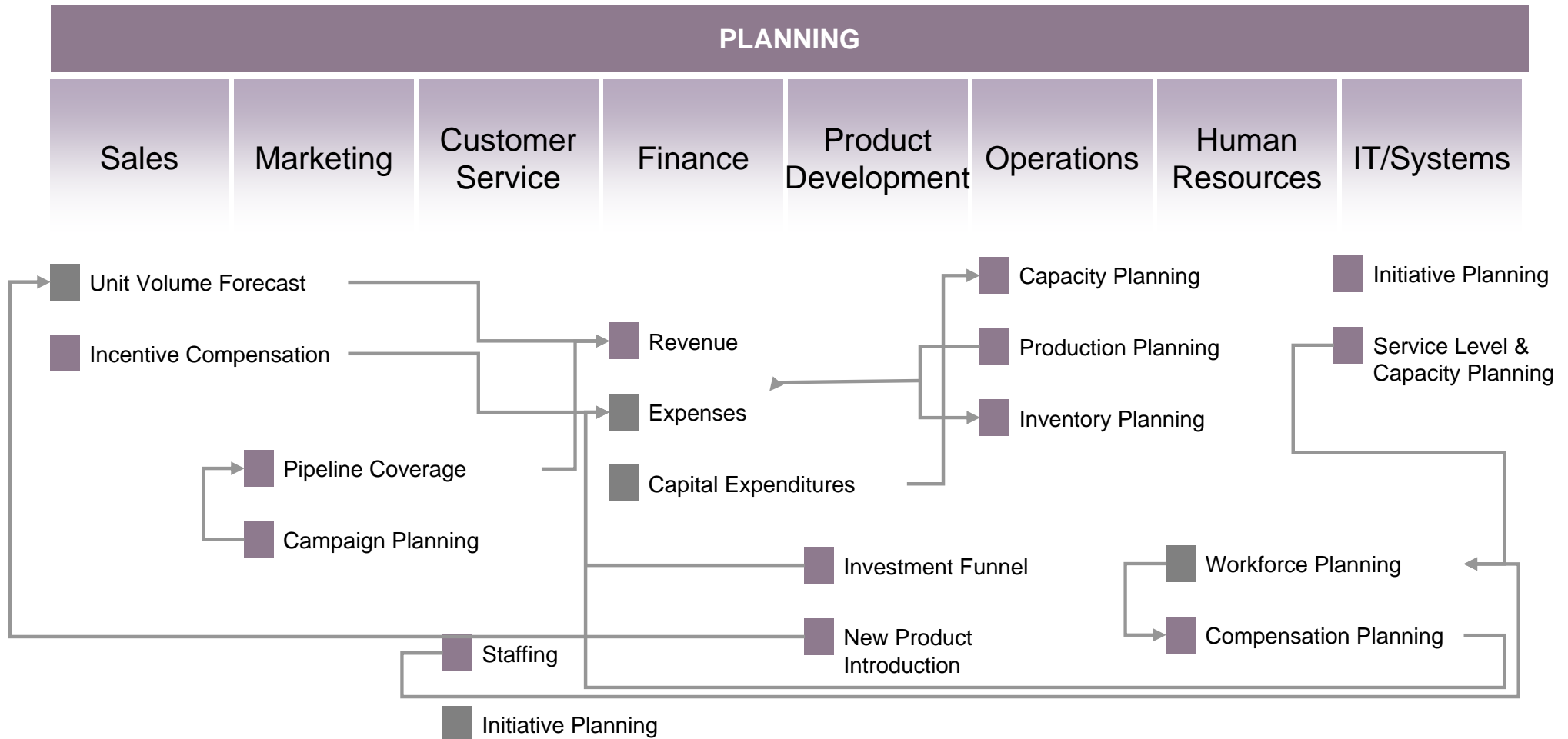


Enterprise Planning Solutions Plan, Understand and Optimize Performance



Enterprise Planning

Plan, Understand and Optimize Performance



IBM Cognos Performance

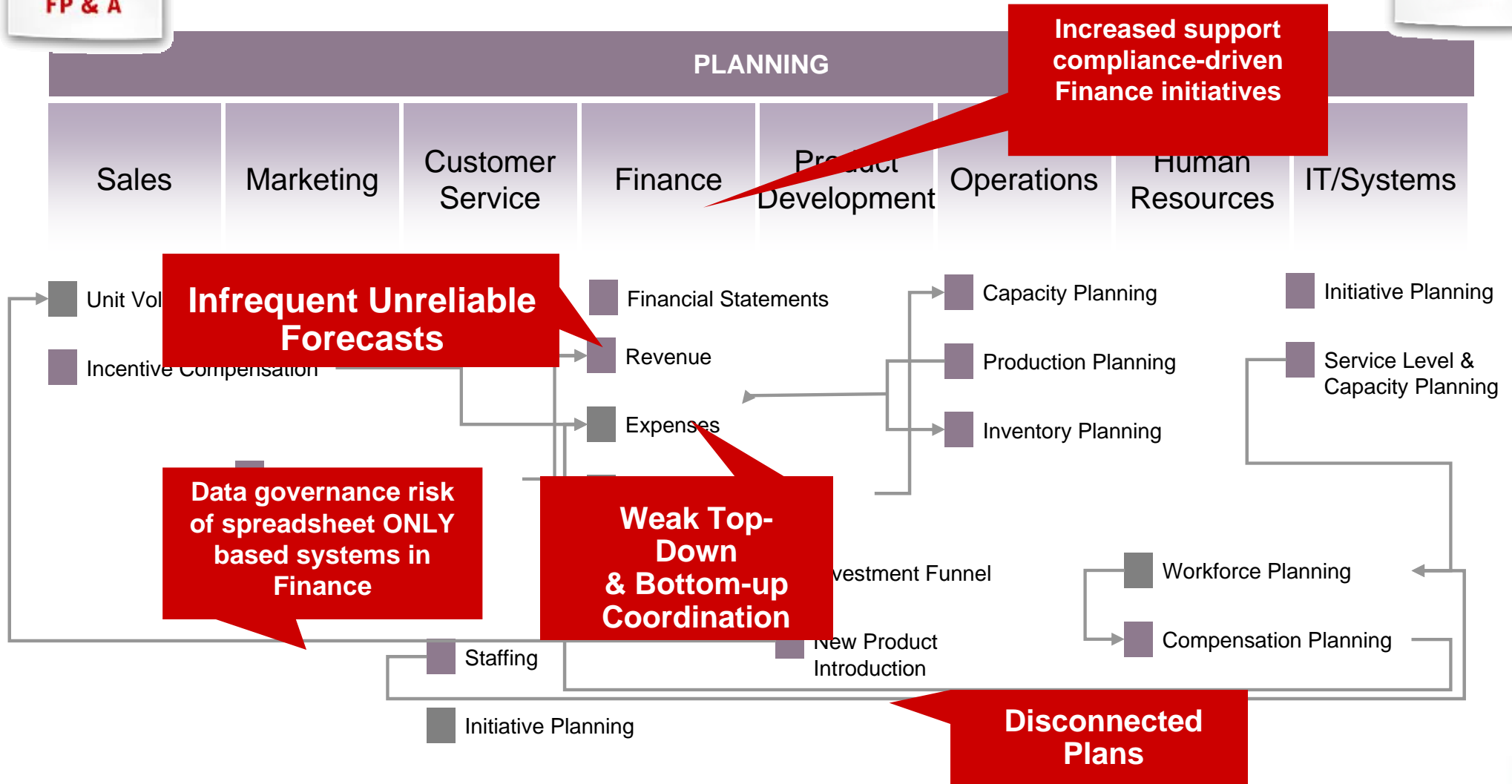


FP & A

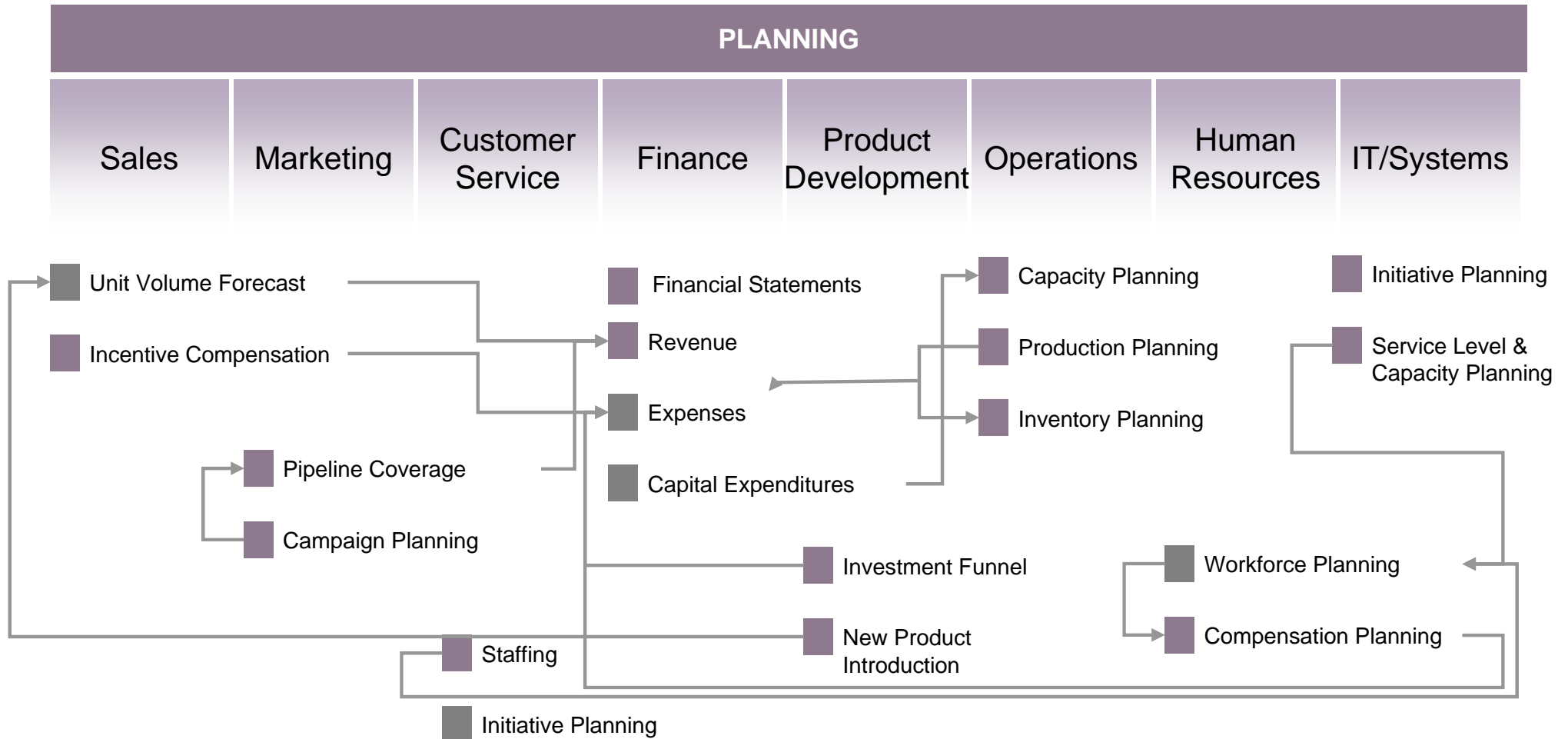
PAIN: Inability to deliver timely, reliable forecasts & plans that align operational tactics with financial targets



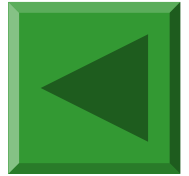
IT



Enterprise Planning Proven Leadership



IAP Worldwide – Emergency Support Services



Performance Pain

- Hyperion Enterprise for budgeting, forecasting lacked flexibility for quick collection/consolidation of financial data for this project-based business
- Lacked data integration needed for complex, dynamic info to manage project-based business

- *After 6 weeks, budgets completed*
- *IPA recently completed monthly 3-year plan in <5 weeks*
- *Project managers drill into revenues, EBITDA as % of sales expenses, DSOs, days costs in payables*
- *Executives track trends over time, monitor aging statistics.*

IBM Cognos TM1 Solution Impact

- Rapid response times on large data sets, for large nos. of users
- Accurate project tracking for future business opps
- Ability to create real-time, Web-based worksheets, customer dashboards



Blue Mountain



- ROI: 1822% within one month
- Reduced labor costs by \$2.5 million/year
- Fast adjustments to inventories year-to-year

Performance Pain

- Slow budgeting and performance management software – delayed data/slow processes
- Data across 13 units from a multiplicity of systems
- Difficult maintenance for thinly stretched IT Staff

IBM Cognos TM1 Solution Impact

- Faster, more simplified budgeting process
- Greater access to daily reports that directly affect profitability
- Analytics to identify proper staffing levels and success of marketing campaigns
- Improved inventory management



Nucleus Research
www.nucleusresearch.com



Kansas City Southern – US/Mexico railroad



- Quarterly month-end closing reduced from 30 to 5 days
- DSO down to 30 from 70 days -- \$100 million cash in hand
- Demand for more TM1 licenses from Operations, others
- Reduction in external auditor's fees

Performance Pain

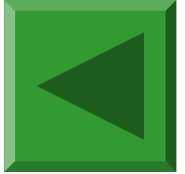
- Lacked timely, accurate internal reporting
- Complexity in merging Mexican subsidiary
- Employees overburdened with manual work leading to “leakage” mindset

IBM Cognos TM1 Solution Impact

- Visibility into detailed operating results, capital expenses
- Improved cash flow for reinvestments, increased revenues
- Recent award winner for best practices in dynamic business processes
- Reduction in Finance employee attrition



Denver Water



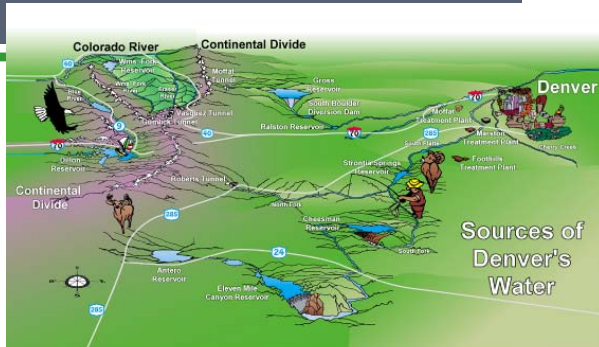
Performance Pain

- Each division executed individual process
- Planning did not align with long-range plans; frustrating for the Board
- Requests to IT for standing reports could take months
- Lack of tools to share information created cash-flow confusion

“Now, engineers have direct access to Cognos TM1 and can move dollars as project schedules change. On a daily basis, an Engineer can adjust the timing of the dollars and Finance can get a real-time forecast at any time.”

IBM Cognos TM1 Solution Impact

- Engineering project updates visible to Finance immediately
- Real-time updates to projects for improved cash flow management
- Align long-range and annual planning processes aligned
- 8 weeks to Phase I roll-out



Thresher Group, Specialty Drinks Retailer



“This is a powerful business asset and its implementation has saved Thresher Group man-power and as a result, revenue.”

Performance Pain

- Budgeting, forecasting as well as inventory on cumbersome spreadsheets
- Planning not integrated across business units
- Limited reporting

IBM Cognos TM1 Solution Impact

- Real-time insight into sales in 100s of stores, enabling trend spotting against business environment as key to forward-looking business strategy
- Pre-emptive action against suppliers' orders
- Swift, integrated planning, budgeting, forecasting, reporting
- Reporting by any needed variables: product, store, weekly fluctuations



IBM Cognos Performance

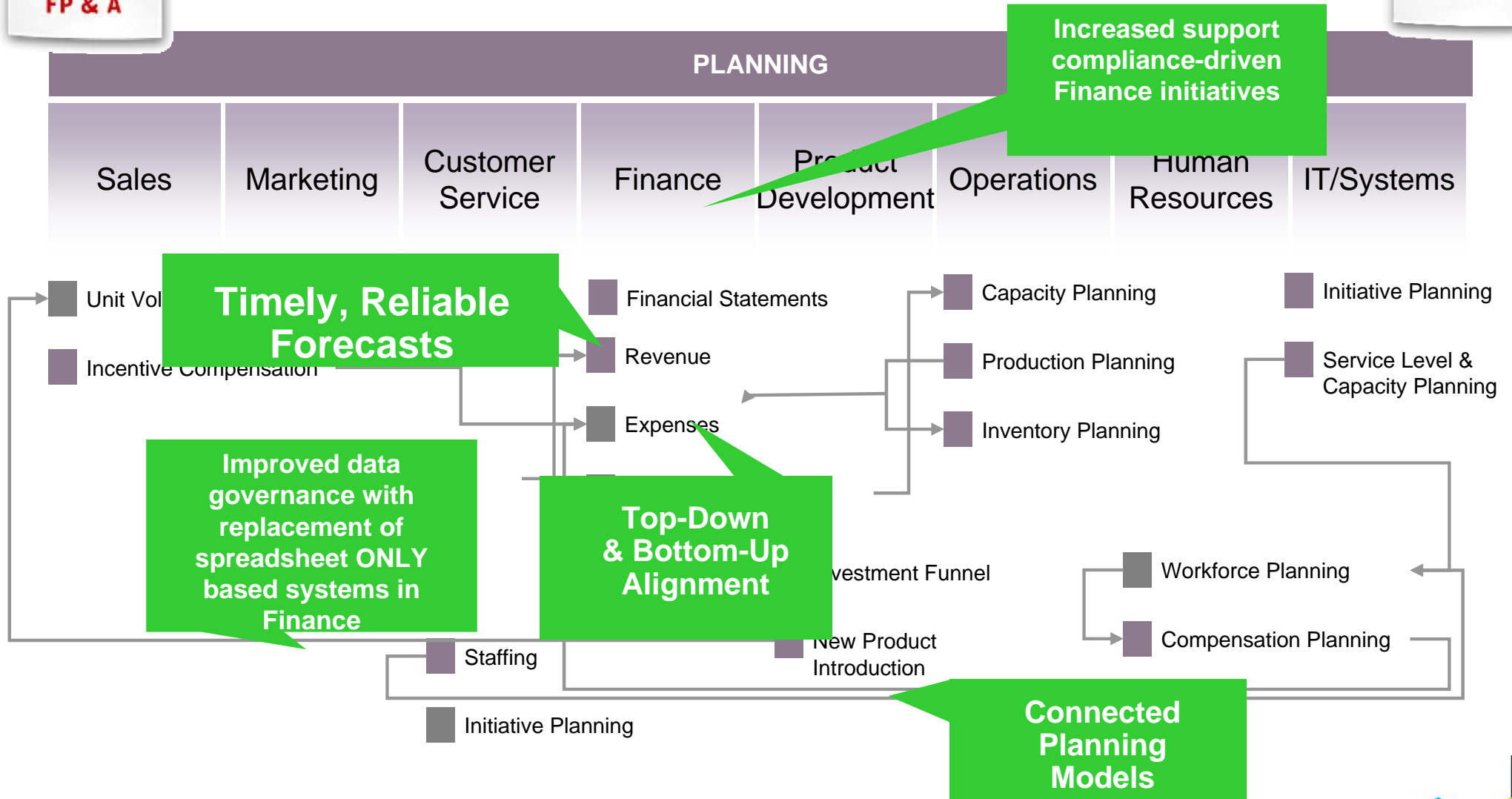


FP & A

IMPACT: Timely, reliable forecasts & plans that align operational tactics with financial targets. Better, confident resource allocation decision-making.



IT



Enterprise Planning

Plan, Understand and Optimize Performance

PLANNING

Sales

Marketing

Customer Service

Finance

Product Development

Operations

Human Resources

IT/Systems



CFO



FP & A



IT

Enterprise Planning and Analysis

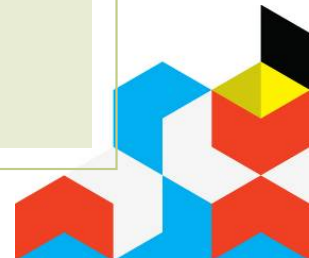
FROM

- ✗ Limited reach, low speed
- ✗ Financial - only focus
- ✗ Static, long horizons
- ✗ Inconsistent data definition

TO

- ✓ High participation, high frequency
- ✓ Driver-based, connected across finance and ops
- ✓ Rolling, Dynamic horizon
- ✓ Consistent data definitions

Owned by Finance, to IT Standards



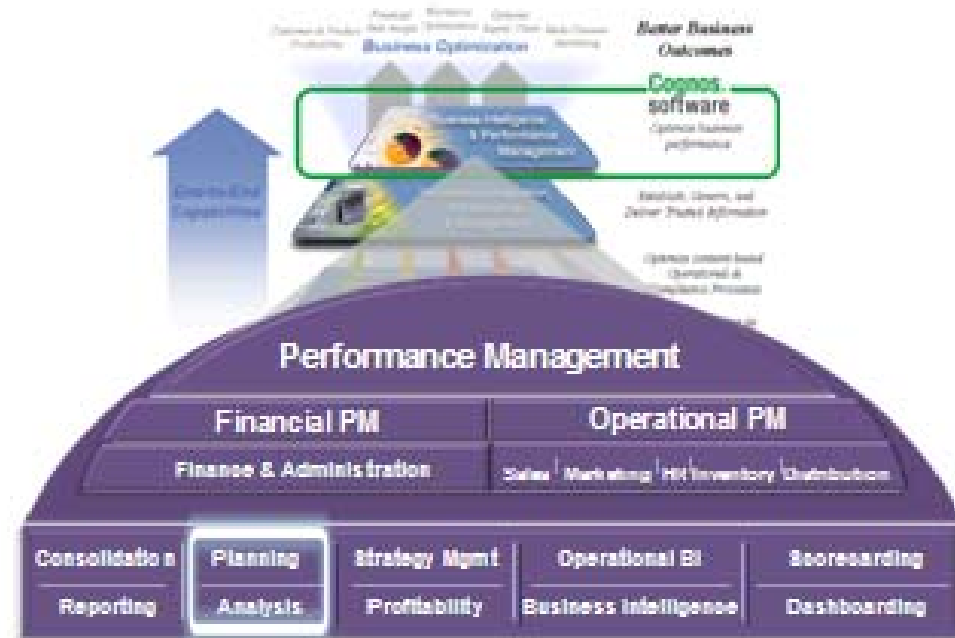
Agenda

- Finance & IT Challenges
- IBM Cognos Performance Management Platform
- Enterprise Planning Solutions
- Performance Management Journey
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IBM Cognos TM1

- A patented 64-bit read-write in-memory OLAP engine that provides **compact data storage** and exceptionally **fast performance**
- Model design and data access that presents business information in **familiar formats**
- **Ease of use**, thanks to a development environment that enables users to create sophisticated applications with no need for programming or traditional IT skills
- **An intuitive, flexible approach**, which enables users to easily express complex, multi-dimensional business rules
- **Fuses Analysis & Planning** together to provide greater accuracy
- A component of **Cognos 8 Performance Management Platform**



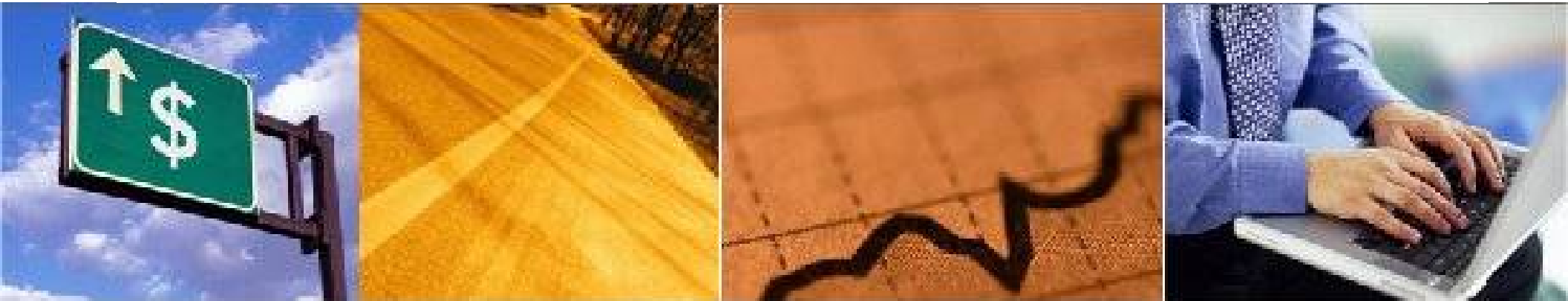
- IBM Cognos 8 Controller
- ➔ IBM Cognos TM1
- Cognos 8 Business Intelligence
- Cognos 8 Business Viewpoint
- Performance Blueprints



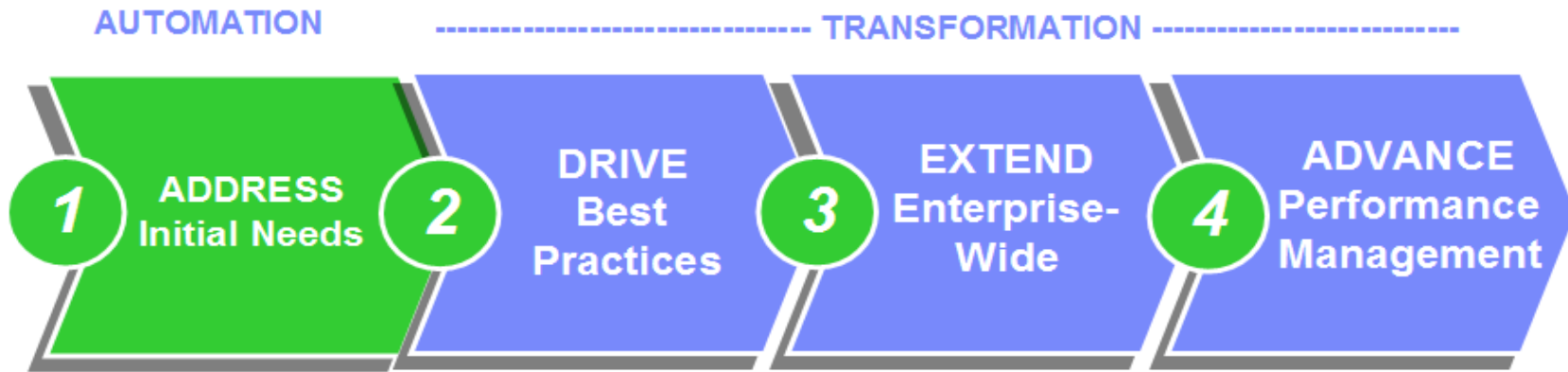
PERFORMANCE MANAGEMENT JOURNEY



Embrace and Extend Your Existing Infrastructure



Automating the Planning Process



Embrace and Extend Your Existing Infrastructure

Analyze

Model

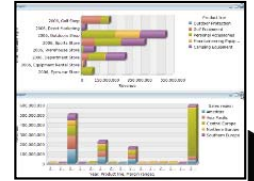
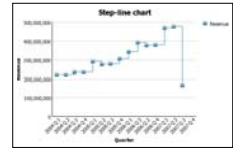
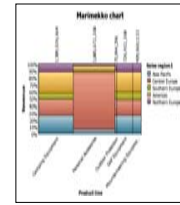
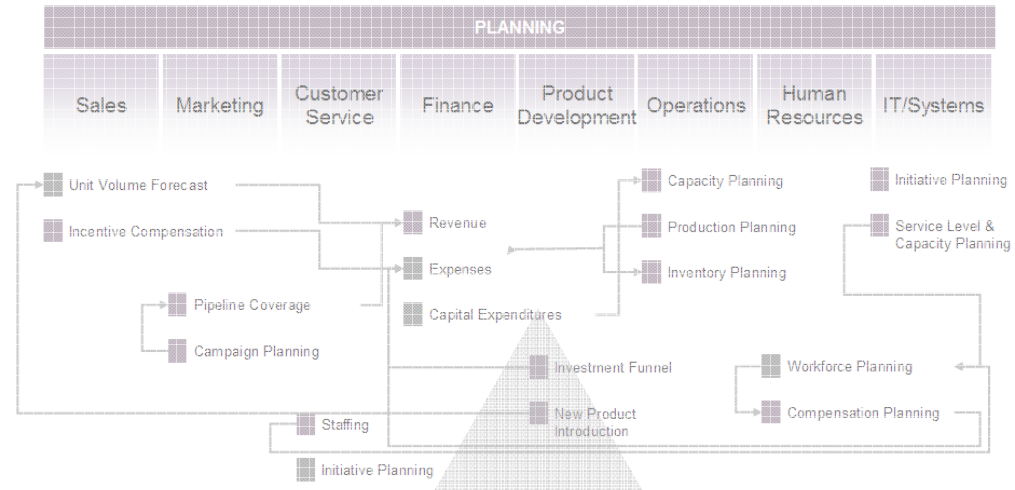
Contribution



Analyze

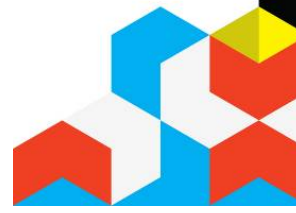
Capabilities:

- Explore Performance Gaps
- Validate Corporate Drivers
- Define “What If” Scenarios
 - Organizational, Product Family, Product/Channel Mix
- Validate Planning Assumptions



Benefits:

- Ability to meet the dynamic needs of the organization.....
- Provide a fact based approach planning processes



IBM Cognos TM1 Analysis

A patented 64-bit read-write in-memory OLAP engine:

- Optimized for large data volumes
- Instantaneous updates from streamed data
- Drill through to transaction systems for greater detailed analysis

Supports multi-dimensional analysis

Advanced Sorting and Ranking

Public and Personal Views

Familiar Excel & Web interfaces



Personalized Hierarchies

- Create customized consolidations
- Advanced filtering:
 - Hierarchical level
 - Spelling pattern
 - Attribute value
 - Element name
 - Expression
- Alias support

The screenshot displays the IBM Cognos Performance interface. The main window shows a financial report with columns for months from Jan-09 to Nov-09. The report includes categories like 'Total Personnel Related Taxes %', 'Computers & Technical Equip Rental', 'Office AV Studio Equip Rental', 'Other Equipment Rental', 'Total Equipment Rental', 'Occupancy', 'Travel & Entertainment', and 'Professional Fees'. A 'Subset Editor' dialog box is open in the foreground, titled 'Scenario > (unnamed)*'. It shows a list of items: 'Current Forecast', 'Budget', 'Actuals', and 'Prior Forecast'. The 'Subset' dropdown is set to '(unnamed)'. The dialog has 'OK', 'Cancel', and 'Advanced ...' buttons.

Driver	Profile	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09
Total Personnel Related Taxes %		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computers & Technical Equip Rental		\$4,000	\$0	\$0	\$0	\$0	\$0	\$5,275	\$0	\$0	\$0	\$0
Office AV Studio Equip Rental		\$1,319	\$0	\$0	\$0	\$0	\$0	\$1,319	\$0	\$0	\$0	\$0
Other Equipment Rental		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Equipment Rental		\$5,319	\$0	\$0	\$0	\$0	\$0	\$6,594	\$0	\$0	\$0	\$0
Occupancy		\$14,898	\$11,205	\$8,473	\$8,473	\$8,473	\$8,473	\$8,473	\$8,473	\$8,473	\$7,640	\$8,473
Travel & Entertainment	Flat	\$26,250	\$26,250	\$26,250	\$26,250	\$26,250	\$26,250	\$26,250	\$26,250	\$26,250	\$26,250	\$26,250
Professional Fees	4+5	\$18,177	\$3,462	\$15,736	\$3,462	\$3,462	\$15,736	\$3,462	\$3,462	\$15,736	\$3,462	\$3,462



Personal Scenarios

- No predetermined model requirements for scenarios
- Unlimited flexibility for end user scenario building
- Available in all TM1 clients (Excel, TM1 Web, Contributor, & Cognos 8 BI)

The screenshot displays the IBM Cognos Performance interface within a Windows Internet Explorer browser. The main window shows a financial model with a table of expenses over time. A 'Create Sandbox' dialog box is open, prompting the user to select a sandbox to copy from. The dialog box has two radio buttons: 'Create new' (selected) and 'Copy from existing sandbox'. Below these, there is a text input field for 'Sandbox name' containing the text 'Decrease of LI'. The 'OK' and 'Cancel' buttons are at the bottom of the dialog.

Driver	Profile	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	No
Salaries		\$100,000	\$70,208	\$77,229	\$70,208	\$77,229	\$84,250	\$84,250	\$98,291	\$91,270	\$98,291	
Overtime	headcount	\$25,400	\$10,500	\$550	\$500	\$21,274	\$600	\$600	\$700	\$650	\$8,990	
Total Salaries		\$125,400	\$80,708	\$77,779	\$70,708	\$98,503	\$84,850	\$98,991	\$91,920	\$107,281		
Bonuses		\$65,000	\$23,400	\$16,942	\$15,402	\$16,942	\$18,482	\$18,482	\$21,563	\$20,023	\$21,563	
Incentive Comp		\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	\$4,583	
Option Expense		\$19,672	\$25,000	\$16,393	\$16,393	\$16,393	\$16,393	\$16,393	\$16,393	\$16,393	\$16,393	
Restricted Stock Expense		\$30,000	\$4,612	\$5,073	\$4,612	\$5,073	\$5,534	\$5,534	\$6,457	\$5,995	\$6,457	
Tuition Reimbursement	Revenue	\$19,044	\$33,328	\$33,328	\$14,283	\$16,664	\$16,664	\$23,805	\$38,089	\$42,850	\$23,805	
Severance									\$88	\$99,903	\$972	
Total Employee Compensation									\$64	\$281,668	\$181,055	
Life	Salary								\$90	\$1,290	\$1,390	
Dental	Salary								\$79	\$2,581	\$2,779	
Health									\$88	\$4,075	\$4,388	
401k match	Revenue								\$44	\$21,425	\$11,903	
Total Benefits									\$01	\$29,370	\$20,459	
Total Personnel Related Taxes									\$63	\$21,880	\$23,563	
Total Personnel Related Taxes %									\$0	\$0	\$0	
Computers & Technical Equip Rental									\$98	\$184	\$198	
Office AV Studio Equip Rental									\$49	\$138	\$149	
Other Equipment Rental									\$0	\$0	\$0	
Total Equipment Rental									\$47	\$322	\$347	
Occupancy									\$26	\$4,326	\$3,901	
Travel & Entertainment	Fla								\$00	\$1,000	\$1,000	
Professional Fees	4-4-5								\$69	\$14,854	\$3,669	
Telephone									\$74	\$2,385	\$1,926	
Office Supplies	Headcount								\$10	\$105	\$710	



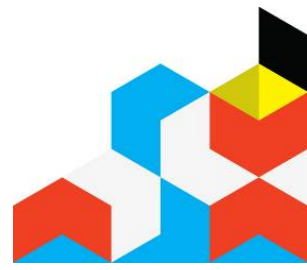
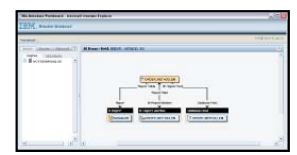
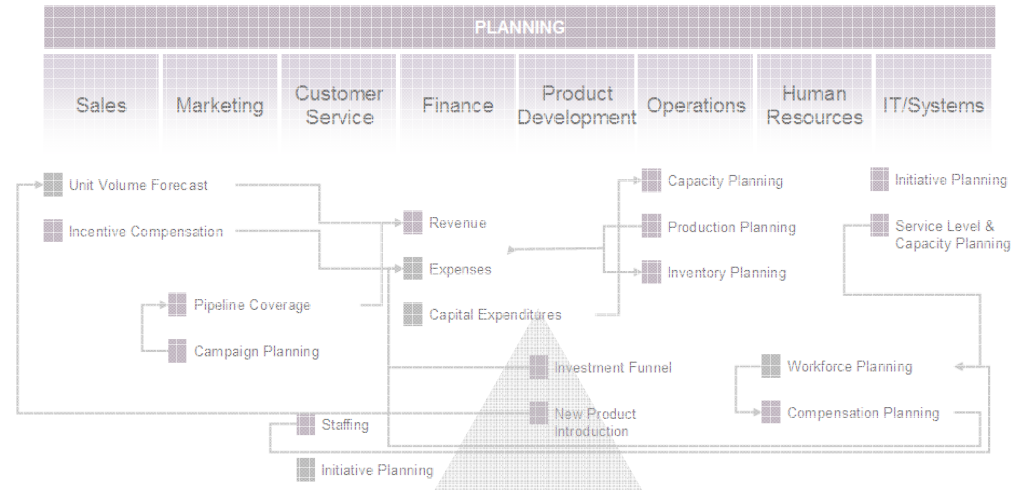


Model Capabilities:

- Centralized meta-data, data and business rule definitions
- Certified connectors to SAP BW & R3
- Owned by Office of Finance
- Support of Planning Best Practices
 - Driver based Planning
 - Rolling Forecasts

Benefits:

- Ability to meet the dynamic needs of the organization
- Flexible to meet the broad requirements of financial & operational planning solutions
- Adapts to your business process
- Single version of the truth for all planning processes





IBM Cognos TM1 Modeling

- Expression based modeling environment to define planning and analysis assumptions
- Can seamlessly integrate with Contributor for new planning and analysis applications
- On demand interactive simulation to test business scenarios
- Provides real time responsiveness for large and sophisticated models
- An extension of the analysis process
- Owned by finance/business user

The screenshot displays three overlapping windows from the IBM Cognos TM1 software:

- TM1 - Perspectives: Server Explorer**: Shows a tree view of the model structure.
- Cube Viewer: activeplanning->Revenue->Default**: Displays a data table for '01-7551 Kimball' Pharmacy Syringes, Version 1, 2008, Local. The table shows monthly and total year data for various metrics.
- Subset Editor: activeplanning->Organization->Default [Public]**: Shows a tree view of organizational units.
- Rules Tracer: activeplanning->Revenue**: Shows a tracing calculation for '[Gross Margin %] = C:[Gross Margin] / [Product Revenue]' with a calculated value of 0.8000.

Months and Total Year	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	+ Year
Units	1,944	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,444
Price	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Revenue	29,160	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	22,500	276,660
COS %	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
COS	5,832	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	55,332
Other COS	0	0	0	0	0	0	0	0	0	0	0	0
Gross Margin	23,328	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	221,328
Gross Margin %	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%



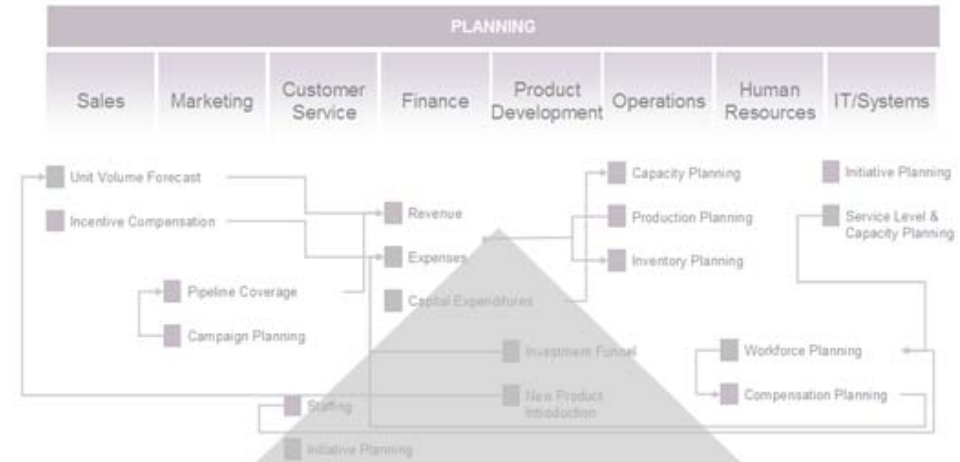
IBM Cognos 8 Business Viewpoint



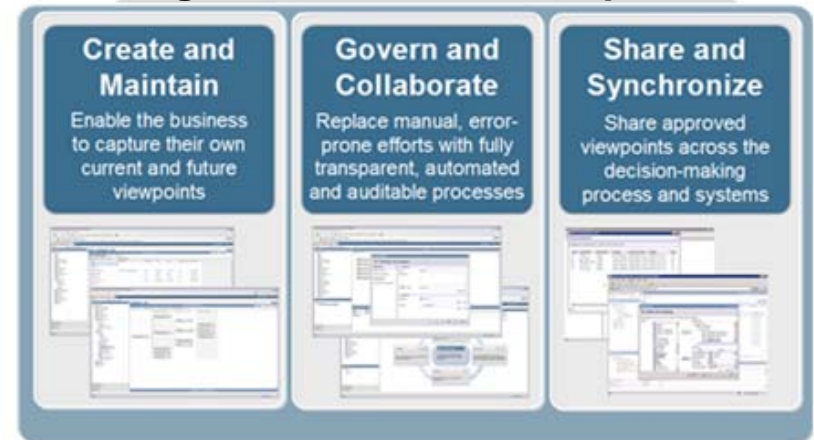
Extend Enterprise Planning Solution

Modeling capabilities:

- Create and Maintain meta-data across you organization
- Govern and Contribution on planning definitions
- Share and Synchronize planning meta-data definitions



Cognos 8 Business Viewpoint



Contribution

Capabilities:

- Familiar Web & Excel Deployment
- Rich Workflow
- Application linkage
 - Start small and expand enterprise wide
- A component of Cognos 8 Performance Platform

Benefits:

- Timeframe-appropriate Plans
- High Participation & Data Volumes
- A Wider / Deeper View
- Increased accuracy

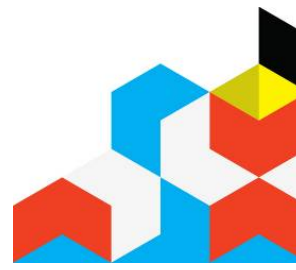
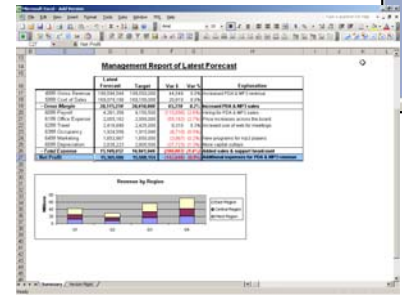
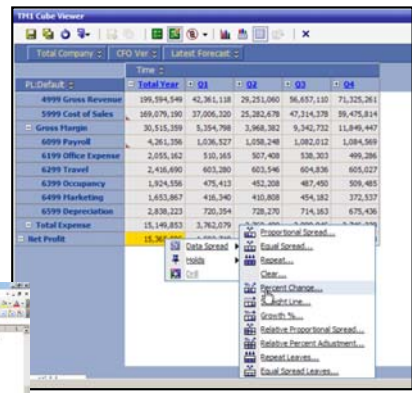
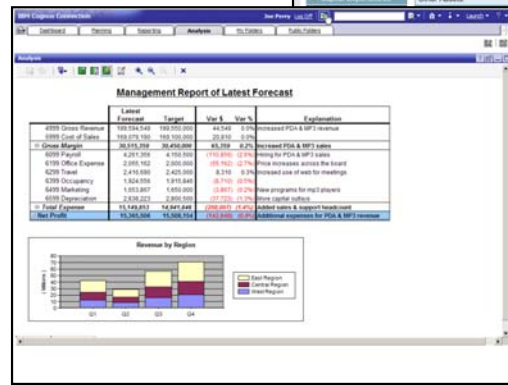
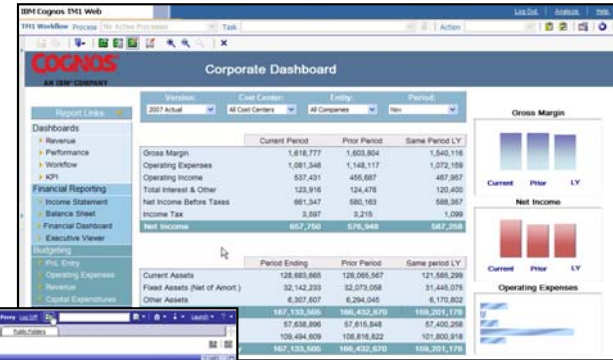




IBM Cognos TM1 Contribution

Enterprise Ready Excel Based Contribution

- TM1 Server Explorer for power users to maintain dimensions, cubes, rules, and integration
- TM1 Excel to create rich planning and analysis solutions
- TM1 Web to deploy TM1 based Excel applications across the organization
- IBM Cognos 8 Business Intelligence for enterprise level analysis, scorecarding and financial & production reporting.



IBM Cognos TM1 Contribution



Managed Contribution

- Workflow & email notification
- Pick lists (driver execution)
- Undo/Redo feature
- End User Personalization (Multi pane docking)
- Personalized Scenarios
- Personalized Hierarchies)
- Color code data changes
- Charting
- Drill down Support

Contributor - Expense Forecast

You are a reviewer or contributor for:

Name	State	Ownership	Reviewer
Total Company	Incomplete	None	None

Which consists of:

Name	State	Ownership	Reviewer
Total Company (All)	Work In Progress	Admin	None
UK Sales	Not Started	None	None
US Operations	Not Started	None	None
UK Operations	Not Started	None	None
US Sales	Not Started	None	None

Workflow Detail for Total Company

Current state: Incomplete

At least one item belonging to this item is **Not started**, and at least one other item is in a state of **Work In Progress**. Data in this state was aggregated. The **Incomplete** state applies only to review approval items.

Changed time: June 15, 2009 09:26:21 AM EDT

Changed by: Administrator

Viewed: yes

Reviewed: no

Expense Detail	Expense Summary	Expense Balance
Total Personnel Related Taxes %		
Computers & Technical Equip Rental	\$4,000	\$0
Office Air Studio Equip Rental	\$1,200	\$0
Other Equipment Rental	\$0	\$0
Total Equipment Rental	\$5,200	\$0
Occupancy	\$14,000	\$11,200
Travel & Entertainment	\$4,200	\$4,200
Professional Fees	\$10,777	\$10,777

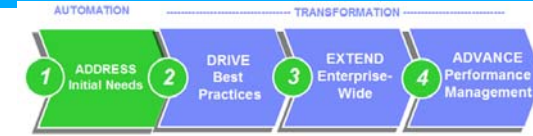
Month	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09
Total Personnel Related Taxes %	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computers & Technical Equip Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Air Studio Equip Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Equipment Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Equipment Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Occupancy	\$11,200	\$11,200	\$11,200	\$11,200	\$11,200	\$11,200	\$11,200	\$11,200	\$11,200	\$11,200	\$11,200	\$11,200
Travel & Entertainment	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200
Professional Fees	\$10,777	\$10,777	\$10,777	\$10,777	\$10,777	\$10,777	\$10,777	\$10,777	\$10,777	\$10,777	\$10,777	\$10,777

Description	Current Account	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09
Report/Print Research	Overhead	\$6,484	\$25,000	\$10,000	\$0	\$0	\$20,724	\$0	\$0	\$0	\$0	\$0	\$0
Printer	Incentive Comp	\$90,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Services for Trade Show	Computers & Technical Equip Rental	\$12,775	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$2,275	\$0	\$0	\$0
Bring down que program	Incentive Comp	\$15,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Services for Trade Show	Office Air Studio Equip Rental	\$3,693	\$1,319	\$0	\$0	\$0	\$0	\$0	\$0	\$1,319	\$0	\$0	\$0
Corporate Incentive	Travel & Entertainment	\$120,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Team Dinner	Travel & Entertainment	\$120,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000



Managed Contribution

- Deployment of TM1 Model Objects
 - Quickly Turn TM1 Objects into Managed Applications
- Planning Workflow
 - Structured Planning Process Approvals



The screenshot shows the Application Definition Tool interface. On the left, there are two panes: 'Design' and 'TM1 Objects'. The 'Design' pane shows a tree view of application components like 'Expense Forecast', 'Views', 'Manual Entry', 'Expense Detail', 'Expense Summary', 'Expense Baseline', and 'Approval'. The 'TM1 Objects' pane shows a tree view of TM1 objects like 'Cubes', 'CorporateDriver', 'DriverBasedRates', 'Drivers', 'ExpenseBaseline', 'Views', 'Dimensions', 'ExpenseDetail', 'ExpenseDetail_ByCategory', 'FixRates', 'ManualEntry', and 'ManualEntrySummary'. The main area shows a workflow diagram with four steps: 1. Define Contributor Views, 2. Select an Approval Hierarchy, 3. Deploy the Application, and 4. Define Security. Below the workflow, there is a 'Contributor - Expense Forecast' window. This window has a tree view of contributors and a table of contributor details.

Name	State	Ownership	Reviewer
Total Company	Incomplete	None	None

Name	State	Ownership	Reviewer
Total Company (All)	Work In Progress	Admin	None
UK Sales	Not Started	None	None
US Operations	Not Started	None	None
US IT	Not Started	None	None
US Marketing	Not Started	None	None
US Finance	Not Started	None	None
US Legal	Not Started	None	None
US HR	Not Started	None	None
US Administration	Not Started	None	None
UK Operations	Not Started	None	None
US Sales	Not Started	None	None

Workflow Detail for Total Company

Current state: Incomplete

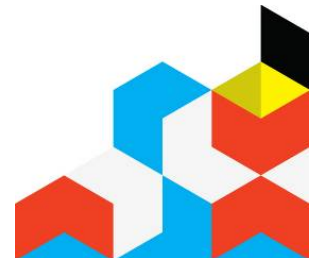
At least one item belonging to this item is **Not started**, and at least one other item is in a state of **Work In Progress**. Data in this state was aggregated. The **Incomplete** state applies only to review approval items.

Changed time: June 15, 2009 8:26:21 AM EDT

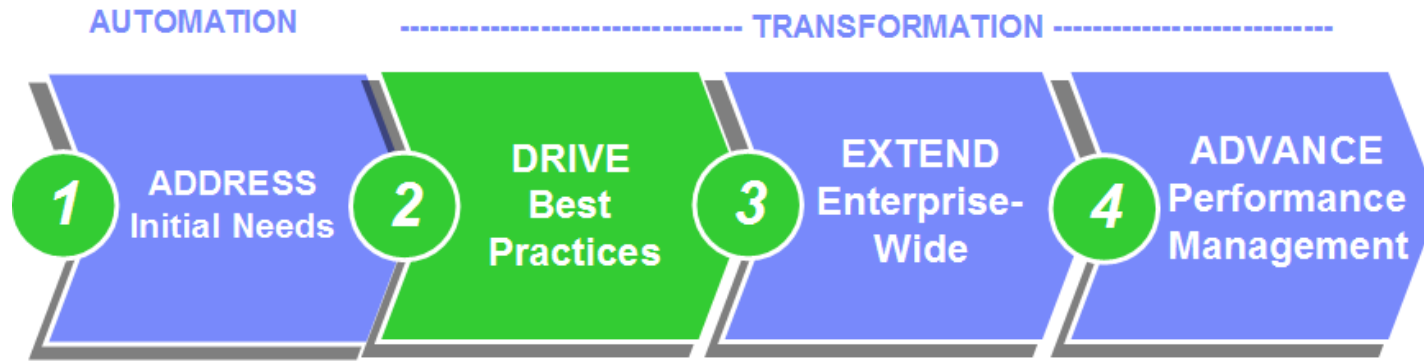
Changed by: Admin

Viewed: yes

Reviewed: no



DRIVE BEST PRACTICES



Embrace and Extend Your Existing Infrastructure

Support Best Practices

Cognos Innovation Center

Performance Blueprints

- DRIVER BASED PLANNING
- ROLLING FORECASTS
- TIMEFRAME-APPROPRIATE PLANS
- HIGH PARTICIPATION & DATA VOLUMES
- A WIDER / DEEPER VIEW



BEST-PRACTICE THOUGHT LEADERSHIP



Embrace and Extend Your Existing Infrastructure

RESEARCH, CASE STUDIES, ARTICLES



David Axson
President,
The Sonax
Group



Jeremy Hope,
BBRT



Bryan Hall
The Hackett
Group



Steve Lukens
Global Leader,
Financial
Management,
IBM

ASSETS, RESOURCES, EVENTS

Innovation Roundtables
Member Communities

Best Practices
Performance Blueprints



MEMBERS AND PEER NETWORK / COMMUNITY



Performance Blueprints

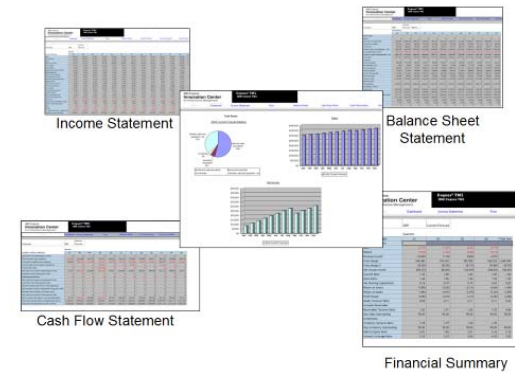


Embrace and Extend Your Existing Infrastructure

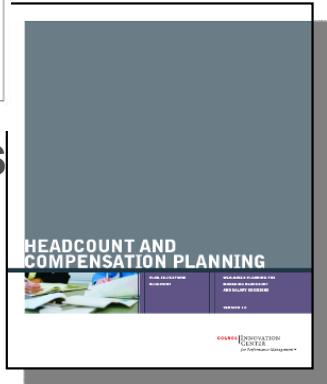
IBM Cognos PLAN-TO-PERFORM BLUEPRINTS

BEYOND FINANCE

BUSINESS VALUE GUIDE



BLUEPRINT MODELS



APPLICATION BRIEF

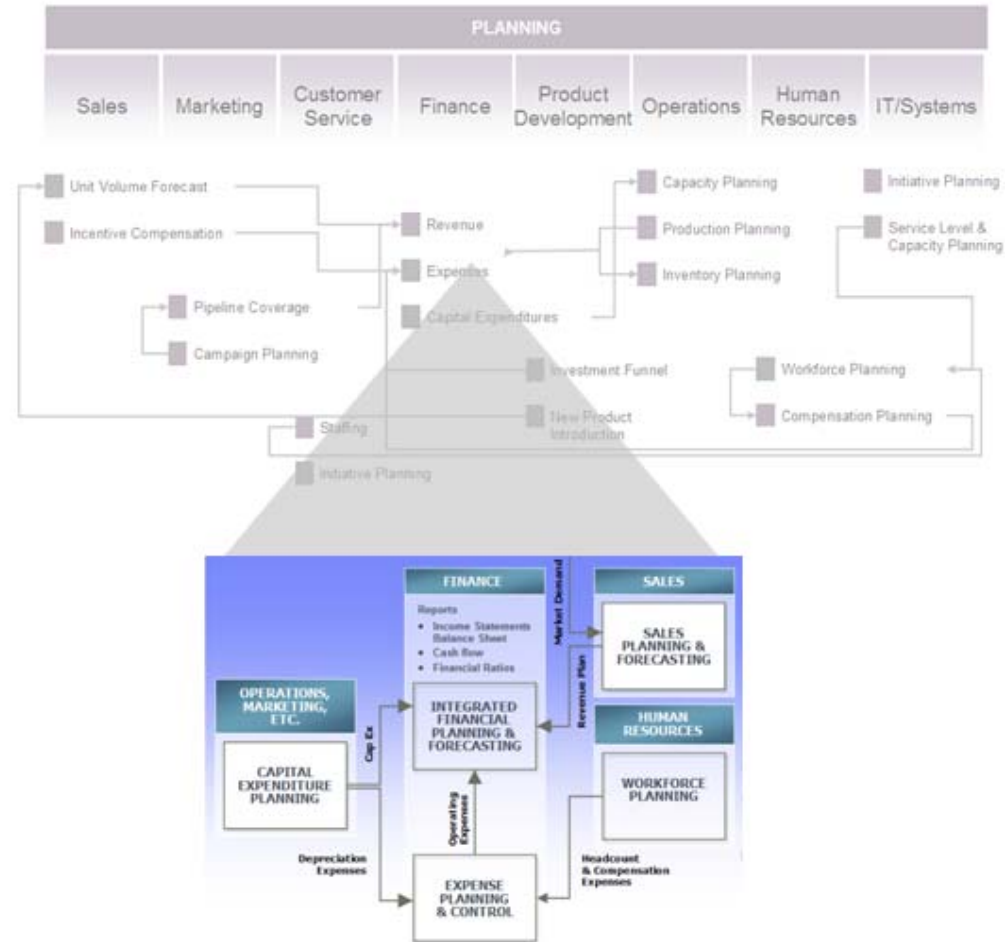


- What they are:
 - Pre-defined data, process and policy model
 - Developed by Cognos Innovation Center
 - ...In conjunction with leading customers
 - Enables best practices
 - Driver-based
 - High Participation
 - High Frequency
 - Enables rapid time-to-value
 - Reduced project implementation time and risk

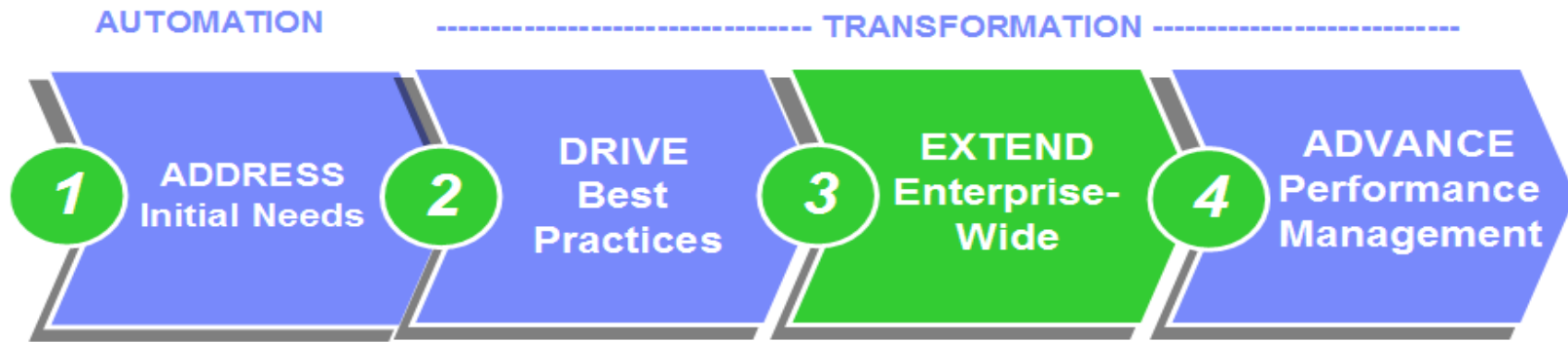
Enterprise Planning Performance Blueprints



IBM Cognos Innovation Center for Performance Management



EXTEND Enterprise - Wide



Embrace and Extend Your Existing Infrastructure

Model the Whole Business

Cognos Solution Map

Industry Performance Blueprints

Financial Services

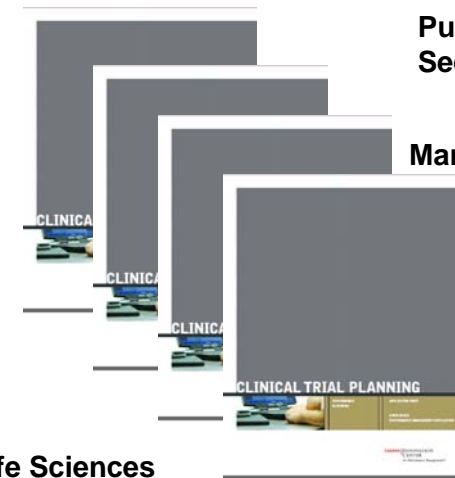
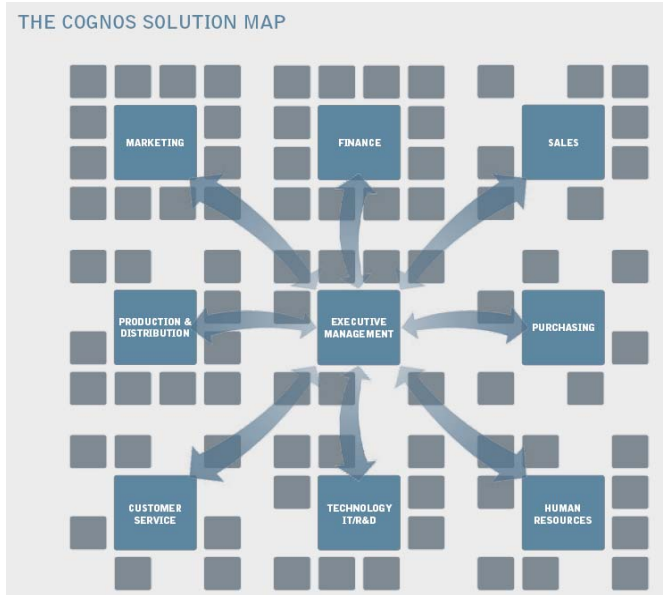
Retail

Public Sector

Manufacturing

Life Sciences

- Link operational plans to financial plans
- Increase forecast reliability
- Performance Blueprints accelerate implementations



Extend Enterprise Wide Continued Investment in Industry Blueprints

Manufacturing

- Trade Promotion Management
- S&OP Executive Review
- Sales & Operations Planning
- Transportation and Logistics Performance

Public Sector

- Program Objective Memorandum (POM)
- Grant Thornton & Cognos Federal Budget Planning & Performance Framework – Business Partner
- BearingPoint POM Budget Planning – Business Partner
- ⑩ Higher Ed Performance
- ⑩ Mayor's Scorecard

Retail

- Store Operations
- Store Development
- Promotion Planning
- Merchandising Performance Management
- Retail Financial Workbench

Pharmaceuticals & Life Sciences

- Clinical Trial Planning
- Samples Optimization (Joint w/ TM1)
- Clinical Trial Enrollment Forecasting
- Sales Quota Allocations

Banking & Financial Services

- Retail Branch Performance
- Retail Banking Customer Segment Performance
- Corporate Banking Customer Segment Performance
- Insurance Product Profitability
- Cognos & IBM Risk Adjusted Profitability for Banking – Business Partner BP
- Loan Pricing

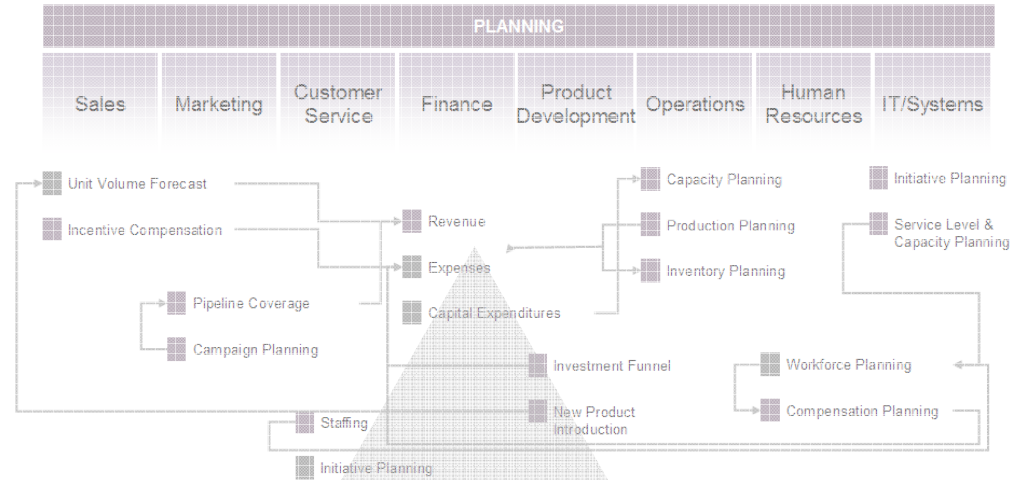


ADVANCE PERFORMANCE MANAGEMENT

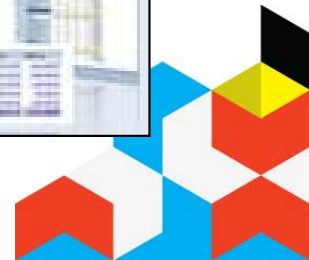
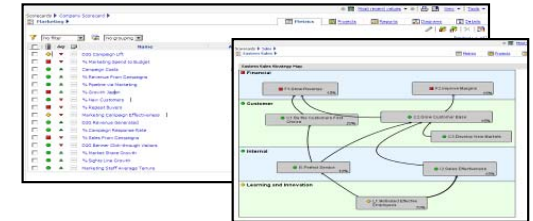


World Class:

- Financial & Management Reporting
- Consolidation
- Information Management
- Analysis
- Dashboards
- Scorecards
- Event Management



IBM Cognos 8 Performance Platform



Agenda

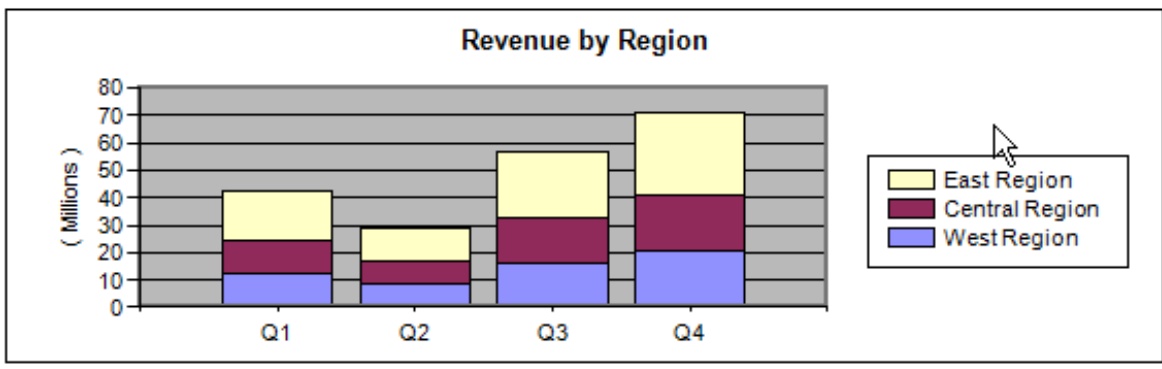
- Finance & IT Challenges
- IBM Cognos Performance Management Platform
- Enterprise Planning Solutions
- Performance Management Journey
- Demo
- Q&A
- Summary



Management Report of Latest Forecast

	Latest Forecast	Target	Var \$	Var %	Explanation
Net Profit	15,365,506	15,508,154	(142,648)	(0.9%)	Additional expenses for PDA & MP3 revenue
Gross Margin	30,515,359	30,450,000	65,359	0.2%	Increased PDA & MP3 sales
Total Expense	15,149,853	14,941,846	(208,007)	(1.4%)	Added sales & support headcount

Revenue by Region



Reviews

- Total Company

You are a reviewer for:

Name	State	Ownership	Reviewer	Last Data Change
Total Company	Incomplete	Total		10:31:22 AM - Thursday, September 04, 2008

User Instructions

Please Reduce Operating Expenses by 4%

Version 1 Approved : [Monday](#)

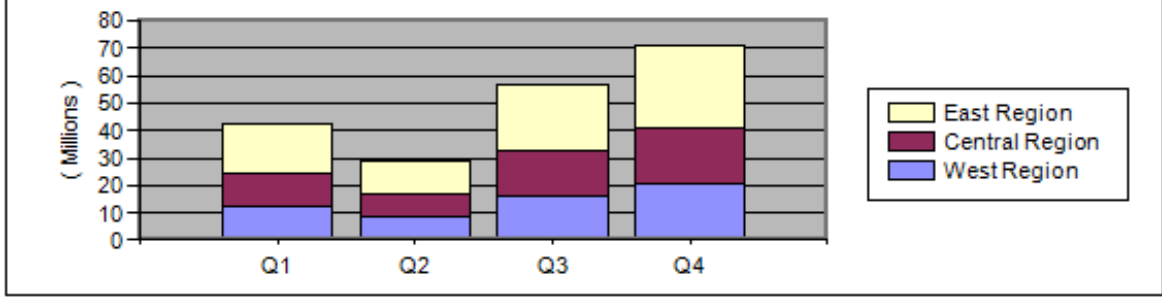
Version 2 Available : [Wednesday](#)

Version 2 Approvals: [Thursday](#)

Management Report of Latest Forecast

	Latest Forecast	Target	Var \$	Var %	Explanation
4999 Gross Revenue	200,407,155	199,550,000	857,155	0.4%	Increased PDA & MP3 revenue
5999 Cost of Sales	169,079,190	169,100,000	20,810	0.0%	
Gross Margin	31,327,964	30,450,000	877,964	2.8%	Increased PDA & MP3 sales
6099 Payroll	4,261,356	4,150,500	(110,856)	(2.6%)	Hiring for PDA & MP3 sales
6199 Office Expense	2,063,529	2,000,000	(63,529)	(3.1%)	Price increases across the board
6299 Travel	2,426,529	2,425,000	(1,529)	(0.1%)	Increased use of web for meetings
6399 Occupancy	1,932,392	1,915,846	(16,546)	(0.9%)	
6499 Marketing	1,660,600	1,650,000	(10,600)	(0.6%)	New programs for mp3 players
6599 Depreciation	2,849,778	2,800,500	(49,278)	(1.7%)	More capital outlays
Total Expense	15,194,183	14,941,846	(252,337)	(1.7%)	Added sales & support headcount
Net Profit	16,133,781	15,508,154	625,627	3.9%	CFO adjustments based on sr. mgmt meetings

Revenue by Region





***Dr. Chris Ilacqua
cilacqua@us.ibm.com***

IBM Cognos 8 v4 On Business Terms. To Your Standards.

- ⑩ Confident decisions
- ⑩ In control
- ⑩ Connected



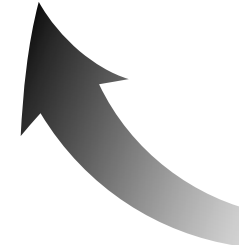
- ⑩ On business terms
- ⑩ To IT standards

- ⑩ On business terms
- ⑩ To Finance standards



COGNOS 8 v4

{ **Informed Engaged Aligned** }



Empowers business users without compromising IT's high standards for conformance, compliance and cost effective scalability, while driving Performance Management process excellence and better business outcomes for the organization.



Continue Your Learning

- www.ibm.com/cognos/customercenter
 - The Cognos Customer Center is the single place to go for easy access to valuable IBM Cognos resources
- [IBM Cognos Proven Practices](#)
 - Source of tried, tested, and proven technical information to help you succeed with IBM Cognos products in your specific environment
- [IBM Cognos Training Paths](#)
 - View training recommended by role to determine which courses will help you increase your IBM Cognos skills
- www.ibm.com/cognos/training
 - Visit the IBM Cognos Education web pages to understand all of the ways that training can support the success of your solution
- www.ibm.com/cognos/consulting
 - Engage a consultant to help you achieve successful implementation and deployment of your software solution



Thank
YOU

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