



CHALLENGE the status quo

COGNOS | INNOVATION
CENTER
for Performance Management™

ADVANCING PERFORMANCE
MANAGEMENT THEORY
AND PRACTICE

COGNOS®
AN IBM® COMPANY



**INNOVATION
DRIVES
SUCCESS**

“The Cognos Innovation Center for Performance Management, with its focus on business best practices and customer communities, is a valuable asset for our clients. As the experts in performance management, Cognos is committed to the success of our customers — and the Innovation Center takes that mission to the next level.”

— Rob Ashe, President and CEO, Cognos

THE INNOVATION IMPERATIVE

In the face of ever-changing conditions and intense competition, organizations committed to achieving and sustaining increased levels of financial and operational performance have learned that innovation in management process and practice is fundamental — and that “the way we’ve always done things” is not good enough.



“The best practices embodied by Cognos Performance Blueprints and provided by the Innovation Center are a gift to Cognos customers. They let customers quickly unlock the power within Cognos’ software by taking the standard business problems organizations are creating models for and giving them a head start.”

— Constar

The most successful organizations are those able to transform routine business activities into “next practices” that help cut costs, minimize risk, streamline processes, boost productivity, enable rapid response to emerging opportunity, and increase management visibility throughout the enterprise.

In the quest for innovation, however, there are challenges that even the most successful organizations must face:

- How to articulate a vision for performance management innovation.
- How to identify innovative next-generation practices and processes that will help realize the vision and yield measurable benefit across the organization.
- How to facilitate adoption of such “next practices” with minimum risk and maximum value.

To assist organizations seeking higher levels of performance through conceptual and functional innovation in business practices, Cognos, an IBM company, has created the Innovation Center for Performance Management.

With offices in North America, Europe, and Asia-Pacific, the Cognos Innovation Center is both a forum and a resource center, dedicated to the understanding, adoption, and implementation of next-generation performance management practices. It is a community of industry leaders, practitioners, thought leaders, forward-looking executives, and technology experts experienced in, and committed to, the advancement and successful application of technology-enabled performance management best practices. The Innovation Center seeks to help organizations optimize the alignment of financial and operational plans, processes, and resources with corporate goals and strategies.

WWW.COGNOS.COM/INNOVATIONCENTER

WHAT THE INNOVATION CENTER OFFERS YOU

Dedicated to the advancement of technology-enabled performance management, the Innovation Center is a strategic partner to organizations seeking to improve decision-making and operational effectiveness. Membership is available to Cognos customers and partners.



THE INNOVATION CENTER OFFERS:

“The Cognos Innovation Center provided best practice process maps, process model briefs and Performance Blueprints which helped expedite implementation of our expense model release. We look forward to our involvement with the Innovation Center to further develop best practice concepts by working with other organizations with similar issues and challenges.”

— Suncorp

IBM Cognos Performance Blueprints, which are pre-defined data, process, and policy models based on proven best-practices in enterprise planning, consolidation, scorecarding, and reporting. Available to Innovation Center members, the Blueprints link operational and financial plans across strategic process areas to improve forecast reliability, enhance regulatory compliance, and jump-start solution deployments in any industry.

Seminars, roundtable discussions, and Web conferences on finance- and performance management-oriented issues, featuring thought leaders, industry experts, and Cognos customers.

Publications from recognized thought leaders and performance management experts, including original research and commentary,

customer case studies, issue papers, business value guides, and application briefs.

Special-interest customer communities that address current business issues, technology infrastructure, industry-specific concerns and best practices, and facilitate networking with peers.

Innovation Center microsite that serves as a communications portal for research and publications, and provides access to resources, updates, and activities.

Innovation Center Online, a community collaboration tool that enables on-demand connectivity between members.

Business Intelligence practice that facilitates BI communities, initiatives, and competency centers.



PUTTING IDEAS TO WORK FOR YOU

THE INNOVATION CENTER STAFF:

Are experts who combine deep domain expertise and knowledge of performance management technology with extensive experience in complex, large-scale, global implementations of planning, consolidation, and business intelligence solutions.

Provide process performance benchmarks to help assess readiness and define realistic process improvement goals.

Help diagnose performance management challenges in a one-on-one setting.

Create IBM Cognos Performance Blueprints (by business process and industry), implementation pathways, and deployment strategies.

Maintain a hands-on venue for customers to co-develop successful implementation models alongside industry and technology experts.

Facilitate discussion across thought leadership and customer communities.

**VISIT WWW.COGNOS.COM/INNOVATIONCENTER
TO VIEW IBM COGNOS PERFORMANCE BLUEPRINTS**

THE MISSION OF THE COGNOS INNOVATION CENTER IS THREEFOLD:

1

To demonstrate—in theory and practice—how cutting-edge, technology-enabled approaches to performance management are profitably used by forward-looking organizations.

2

To facilitate transition to innovative performance management practices that are effective and add value.

3

To encourage successful adoption of innovative practices to stimulate financial and operational performance improvement across the enterprise.

THEORY JOINS TECHNOLOGY TO YIELD “NEXT PRACTICES”

There are numerous sources for exploration and discussion of emerging trends in business management theory. And there are many marketplace opportunities to encounter the latest advances in technology. The Cognos Innovation Center for Performance Management is uniquely positioned to link the deeply theoretical with the intensely practical, to identify and facilitate implementation of the most efficient, most effective approaches to financial and operational performance management.

Across industries and lines of business, the Innovation Center brings together recognized theorists, respected industry leaders, and Cognos technology experts to create and propagate next-generation performance management practices such as:

- Maximizing participation, frequency, and collaboration to increase accuracy and accountability.
- Creating driver-based plans to more accurately predict performance and results.
- Applying scorecards and metrics to align cross-enterprise execution and strategy.
- Implementing rolling forecasts for rapid response to opportunity or adversity.
- Linking planning, scorecarding, reporting, consolidation, and analytics to enhance visibility, predictability, and compliance.

Gain valuable insight from thought leaders and peers at
WWW.COGNOS.COM/INNOVATIONCENTER



“The Cognos Innovation Center has been a valuable partner in our performance management journey. They provided relevant customer case studies and performance management best practices to ensure we’ve optimally deployed Cognos solutions.”

— Folksam

INNOVATION CENTER ADVISORY BOARD

A keystone of the Cognos Innovation Center for Performance Management is the Advisory Board, which includes industry-leading Cognos customers such as Best Buy, Briggs & Stratton, DIRECTV, Folksam, Freightliner, IKEA, Manpower, Nike, Novartis, Princess Cruises, Suncorp, and Target; performance management experts such as Accenture, Deloitte Consulting, Ventana Research, the Sonax Group, the Hackett Group, IBM, the Beyond Budgeting Round Table, and the Balanced Scorecard Collaborative; along with technology leader Cognos—itself an early adopter of “next practices” performance management processes and solutions. Advisory Board members help provide direction for the Center and network with Innovation Center participants to exchange information, discuss emerging industry trends and opportunities, and offer guidance based on their own experience with performance management initiatives.



NEXT PRACTICES HELP YOU MANAGE WITH CONFIDENCE

THE INNOVATION CENTER PROMISE

As an advocate of creative, yet theoretically and practically sound business processes and practices, the Cognos Innovation Center for Performance Management offers participants the opportunity to:

- Gain a broad, rich context in which to establish and refine a vision for increased corporate performance, and create a roadmap for achieving it.
- Discover next-generation processes and practices for technology-enabled financial and operational performance management that increase
- Learn how “next-practice” implementation methodologies can help deliver rapid, tangible results, greatly enhance value, and increase user adoption.
- Join in community with industry leaders, thought leaders, and peers to advance performance management theory and practice.

visibility, provide more timely, more accurate information, enhance decision-making, reduce costs and cycle times, and improve resource allocation and alignment.

- Learn how the close alignment of technology and “next practices” can facilitate maximum return on investment, increased productivity, efficiency, and effectiveness—all with minimal risk.

For contact and membership information, please visit the Cognos Innovation Center for Performance Management at www.cognos.com/innovationcenter.

ABOUT COGNOS, AN IBM COMPANY

Cognos, an IBM Company, is the world leader in business intelligence and performance management solutions. It provides world-class enterprise planning and BI software and services to help companies plan, understand and manage financial and operational performance.

Cognos brings together technology, analytical applications, best practices, and a broad network of partners to

give customers a complete performance system. The Cognos performance system is an open and adaptive solution that leverages an organization’s ERP, packaged applications, and database investments. It gives customers the ability to answer the questions—How are we doing? Why are we on or off track? What should we do about it?—and enables them to understand and monitor current performance while planning future business strategies.

Cognos was acquired by IBM in February 2008. It serves more than 23,000 customers in more than 135 countries, and its top 100 enterprise customers consistently outperform market indexes. Cognos performance management solutions and services are also available from more than 3,000 worldwide partners and resellers. For more information, visit the Cognos Web site at <http://www.cognos.com>.

WORLD HEADQUARTERS

Cognos Incorporated
3755 Riverside Drive
P.O. Box 9707, Station T
Ottawa, Ontario
Canada K1G 4K9

NORTH AMERICA

Cognos Corporation
15 Wayside Road
Burlington, MA 01803

**COGNOS INNOVATION
CENTER HEADQUARTERS**

2051 Killebrew Drive, Suite 400
Minneapolis, MN 55425
innovation.center@cognos.com

WITH OFFICES IN:

Brussels Singapore
Frankfurt Stockholm
London Sydney

WWW.COGNOS.COM



COGNOS®
AN IBM® COMPANY