

## Sweet Success with IBM Cognos 8 BI

### Event 139583

Mary Windishar: Good afternoon and welcome to today's webinar, Sweet Success with IBM Cognos 8 BI, Describing Better Decision-Making Capabilities For Midsized Organizations. I'm Mary Windishar.

Before we begin, here are a few brief announcements. First, this webinar is being recorded and will be available at [www.ibm.com/Cognos/techtalk](http://www.ibm.com/Cognos/techtalk). Second, for an enhanced view of our presentation, please disable any pop-up blockers you may have installed, then click the Enlarge Slide button located just beneath the slide window at the bottom of your screen. You can download a PDF version of the slide presentation by clicking the Download Slides button located underneath the slide window.

Our presenters welcome your questions which may be submitted at any time during the webinar. To submit one, please type it into the question box located in the lower left of your console and hit the Submit button. We will answer as many as possible during the final 15 minutes of this hour long webcast. Any remaining questions will be answered via follow-up email.

Now I'd like to introduce today's speakers, Caroline Seymour, Business Executive for Midmarket Strategy within the IBM Business Intelligence and Performance Management Software Group; Gary Shiller, Vice President, Sky Solutions, LLC; and their special guest, Ed Broczkowski, Director of Business Advisory Services, Just Born.

Speaking first today is Ed. Welcome Ed.

Ed Broczkowski: Mary, thank you very much. Good afternoon, good evening, and good morning to everybody depending where you're listening to us from. As Mary said, I am the Director of Business Advisory Services, and as such I'm kind of senior management and business partner for our BI initiatives here at Just Born. I just want to take you through a little history of Just Born. We are named Just Born, but we're not just born yesterday. We've actually been around for more than 70 years, and we're a family-owned candy manufacturer. We started a fine chocolate manufacturer in New York City by Sam Born and Jack Shaffer, and we got our name because our original logo was actually a baby scale with fresh chocolates in it with the saying on the bottom "Fresh Chocolates Just Born."

Since that time we've made several other candies and they became known as Just Born Candies. And as an aside, Just Born was the original inventors of the chocolate covered sprinkles that you put on ice cream possibility, they're called "Jimmies", and

also we invented the machine that automatically inserts sticks into lollipops known as the "Born Sucker Machine".

Today we're headquartered in Bethlehem, Pennsylvania. We also have a facility in Philadelphia which makes our Peanut Chews. Speaking about Peanut Chews and our brands, I'd like to introduce those to you. We manufacture and market Mike and Ike which are fruit flavored chewy candies, Hot Tamales which are cinnamon flavored chewy candies, Peeps which are marshmallow candies that are available at all seasons here in the US, and hopefully a lot of you got to enjoy our treats over the Easter season. Peanut Chews which are chocolate and peanut chewy candies, and Teenee Beanee which is our gourmet jellybean.

Just as an aside, Mike and Ike, and Hot Tamale are the number one and number two theater boxed items in the US respectively, Peeps is the leading confection item sold at Easter, and Peanut Chews is a very strong chocolate and peanut brand here in the Northeast. So we're very proud of our brands, and are a very important asset for our organization.

But also important is our involvement in the community. Just Born realizes that we are only as strong as the communities that we all live and work in, and we lead in our communities both in hours per associate in terms of volunteerism, but also in terms of donations to charities like United Way. And Just Born goes a step further with that. We actually provide all of our associates with two hours per month of paid time to go and volunteer in the community, and we support corporately, activities that range from education to the fine arts.

So what was it like at Just Born before IBM Cognos? Well, there were a few key issues going on here. One was a major one of lack of alignment, alignment and visibility in a few key areas. One was between our corporate strategies and our functional tactics. We lacked the visibility and alignment between what we were doing in the long-term and what we were doing in the near-term.

Secondly, we lacked alignment between those tactics and what the individual areas and individual's key priorities were. And then lastly, between their key priorities and what our key performance metrics and measures were as an organization. A lot of people didn't know how they fit in to both the tactical picture and then the strategic picture, and if they did, how were they being measured and how were we doing against those measurements?

In addition to lack of alignment, we had a lot of information silos in the organization. The biggest information silo we had was in finance. We used to joke in finance that we were the modern day equivalent of the Shell answer man who was the Shell Oil spokesperson who used to answer all the questions about car maintenance. Well, we answered all the questions the organization had about all different types of things

related to financial, and in some cases non-financial information. So we definitely had a silo of information and these requests were not easily answered. It normally took several weeks to get back to the requestor, which caused a lot of time and frustration on their behalf.

And lastly, everything, seemingly everything, was manual and on spreadsheets, and we had multiple versions of the truth. Several meetings where people would come in with different numbers supposedly -- should be the same numbers on different spreadsheets, and half the meeting would be spent debating the source of the number, the accuracy of the number, and we didn't spend time talking about the real issues why the meeting was called. So that was our life before Cognos.

In order to correct some of these, we have some key implementation projects. First of which was our implementation of the IBM Cognos 8 product. And this for us really laid the groundwork for us to be able to capture the transactional data that we needed to begin to leave behind the millions of spreadsheets we had and to begin to create that one version of the truth.

Once we had captured that transactional data, we wanted to begin to analyze the data, and we put into place the IBM Cognos General Ledger Tool for JD Edwards, and JD Edwards is the General Ledger software that we have here at Just Born. This tool enabled us to analyze and develop information out of a lot of the good data that we had in our General Ledger, but extracted easily without having to go to the green screen reports and all the difficult ways to run reports out of the JD Edwards report tool.

Lastly, we have the data, we were analyzing the data, we implemented the IBM Cognos Planning Module so that we could begin to develop our budget and tactical plans utilizing the data and utilizing the IBM Cognos tool as the resource.

Now, as important as the projects were, more important actually was the process. And talking a little bit about that process, it's important for us to mention our partner in this which is Sky Solutions and their business focus to the process. We dealt with other business intelligence partners who were very focused on the software and the technology tool, their focus was different. They came in and talked to us about our business needs and business requirements versus just purely the technological requirements.

We had discussions about the attributes. When we think about our business intelligence tool, what did we want it to deliver? What attributes did we see in that desired future state, and then one thing to take in mind is that as you go along this BI journey, it really is the journey that's the important point. The destination is great, but you learn so much in that journey, so as we were journeying what type of attributes did we want to add to our organization through utilization of this BI tool.

And then also, what resources would we need to achieve those attributes? So we talked about, "What do we have today tool wise, and what were we going to need tomorrow to deliver that mouthwatering future state for us?" And really the results ended up for us as being a defined and met expectations which I think is what everybody is after when they're trying to implement a business intelligence tool.

This is kind of, you know, baseball season started here in the States, and everybody talks about the payoff pitch. It's the pitch where something happens, and this [line] for us is really the payoff pitch because it really comes down to the benefits and the return to the organization that your business intelligence tool is going to deliver. And as a private organization, we can't share a lot of our profitability numbers, but the one thing I can say is that from profit perspective, we were able to increase several fold our profitability through utilization of the tool and the processes it enables.

Some of those are here, and starting with the Quintile Analysis, and a Quintile Analysis is taking your business and stratifying it into fifths, and you rank them based upon sales volume. You can rank your pack sizes based upon gross profit dollars, or gross profit percentages. What you want to do is analyze the [tail] the top fifth, and the bottom fifth, and make some determinations regarding SKU rationalization meaning, "Do we really need to keep those bottom fifth performers in terms of sales performance?" Also it might lead to discussions on cost improvement. If something is in the bottom fifth in terms of gross profit dollars and percentages, either you need to reduce your costs to get that profitability higher, or you may need to take pricing action. So utilizing the Cognos tool we were able to quickly do a Quintile Analysis and begin to make the recommendations to the organization to improve our profitability position.

In addition to profitability, we saved a lot of time in the organization with these tools. One specific example was reduction of our budget input times. In the past, these functional leaders would develop their budgets, put them onto Excel spreadsheets, send those up to finance. We'd literally re-key them into the budget area of our JD Edwards application. Now with the tool, they are actually directly inputting their budget and taking ownership and responsibility for it at their desk.

There are several other time reducers we have. People being able to look up their own information has been a terrific time saving as well, enabling our financial analyst to get out of the data crunching business and into the analysis business, and the last point is the information availability. We've been able to drive the information deeper and across a wider span of our organization. This not only puts accountability at the correct level, but it enables functional leaders to do their own analysis, solve their own problems, and answer their own questions.

At this time I'd like to turn it over to Gary Shiller who's going to discuss some of the tools that we utilize.

Gary Shiller: Ed, thank you very much. I'd like to start by just giving a little bit of background on our company Sky Solutions. We've been in business for 10 years now, and our focus is on business intelligence and performance management.

We recognized after many of years of working with many customers across many industries that in many cases there was really a lack of business focus across the BI and performance management projects. So we really set out to build a better mousetrap, and that started off with the methodology which we'll talk about today, and you'll see a demo afterwards of how we can implement a solution like this.

We were actually winners of the 2008 Best of Showcase Award at the IBM Information on Demand Conference in Las Vegas this past October based on this methodology and the way we implement these types of solutions, and we're also an IBM Premier Business partner.

Here's just a few statistics that come from Accenture, and I'm sure you'll all recognize many of these things, and these are things like managers spend up to two hours a day searching for information. And I think Ed and I had many of these discussions that Just Born, as well as many other customers, focus too heavily on preparing information to be able to do analysis than the actually time spent to do analysis. We come across many customers that say, "I don't have confidence in the data because I don't have one version of the truth", or whatever reason, that they don't have the confidence in the data, a very high percentage of people are missing information. So there's a lot reasons why a lot of bad decision are being made.

I just wanted to focus for just a minute or two on this slide here. We do a lot of speaking engagements and we're talking these days a lot about dashboards and scorecards, and very often when we're in a seminar and we have a group of people, we'll ask for them to give their definition of "what is a scorecard, what is a dashboard", and you'll hear a lot of different terminology and a lot of different definitions from different people when we talk about this, and there's good reason for that because there is a lot of overlap in the functionality.

So if you look at this chart just to give you a perspective, you can see towards the middle of the chart, there are things that exist in both scorecards and dashboards, and you'll see some examples of that. But things like stoplights, and thing like reviewing your target, but as you can see, on the left-hand side of the diagram which is your dashboard, towards the bottom left-hand corner, you'll see that those are the areas like charts and visualizations that are much better suited for a dashboard versus a scorecard. If you look at the top right-hand corner, things like strategy map and cause and effect, there's a better focus in using scorecards for that.

The first thing, and Ed mentioned this when he was talking is the first thing that we think is very important in any of these projects is to define your business goals. I could tell you

today that we're doing a lot of migrations, a lot customers using older versions of Cognos moving to newer versions of Cognos. And we see that as we do analysis for migrating, we can see thousands and thousands of reports, and sometimes in very small companies. If a company has literally thousands of reports, I could tell you that there's probably a lack of focus, or maybe even low usage on a lot of those reports, but when we start an initiative, when we start a performance management process, we talk about business goals, and these are just a few areas across different industries of different goals, and you can see on the manufacturing side, some of the goals that Just Born themselves were focused on.

So let's talk about an example of what are some of the challenges, and it's really not that simple. So if you look at the upper right-hand side of this chart, you can see that there's some business goals defined by this particular company. And in this example, we see that specific suppliers did not pass Q&A and the product was returned. So as a result, the product plan was altered and the finished goods were not produced. That also created a backorder situation, and it definitely had an affect on this company being able to achieve some of their business goals such as increasing ROI, growing revenue, improving customer service.

Maybe the problem could be isolated to a few orders, but what if the same group of suppliers accounted to 50 percent of all returns? Consequently what happens if this problem is existing with your top five customers? So that could be a very serious problem and therefore the analysis is not always as simple as it appears.

So we're going to spend a little bit of time talking about the methodology of how you could use Performance Management, and how you could capitalize on the best possible implementation of Performance Management. So let's take a look at the steps that we typically go through in an implementation.

So there are really five steps that we go through which is selecting the business content, that's the first thing that you want to do. Adjusting the business content because once you get into the business content as we did with Just Born, you look at what your initial goals and then some of those goals will change, some of the KPIs that you're going to evaluate are going to change. Then we go through an ROI evaluation, a planned implementation, and the actual rollout of the product itself. So let's take an actual look at this, and you'll see some of this in the demo itself.

So if you follow this chart, you could see that on the left-hand side we define a goal. And in this particular case the goal is to increase customer revenue. And if you looked at that previous slide, I know many of you from many different industries, you're going to have different goals, and as a result of those goals, you're going to define specific strategies. So in this example, if you follow one branch of this, we want to improve customer satisfaction.

The tactics, how are you going to do that? What are the business tactics that you're going to deploy to be able to manage those strategies? In this case, one of them happens to be exceed delivery. And then the initiative, which is actually quantified in terms of -- in this case, we want to increase perfect orders to 98 percent. So that's a specific target, that's a specific benchmark that we're looking for.

And then you eventually get down to the KPIs, or the Key Performance Indicators, and you can see that we're just tracking one here which is Perfect Order. And that Perfect Order happens to also be a compound KPI. A compound KPI is a KPI that's made up of KPIs below that. So there's a higher key below Perfect Order such as Proper Documentation, Perfect Condition, and so on. So now the first step you've taken is to define your goals down to which specific KPIs you want to look at.

And by the way, we find today as we talk to many companies that -- and also another word for that is a "strategy map", so we find that many companies have a strategy map, not necessarily implemented in terms of having a solution, but that could be something as simple as an Excel document where you've defined your goals down to which KPIs that you're going to look at.

We've actually developed an application, and this is a screenshot from that particular application, and this the strategy map that we were just looking at, or the strategy that we just looking at which is increasing the goal, which was to increase customer revues. So what we do in this application is we document all of the strategies from the goals all the way down to the Key Performance Indicators.

Let's take another quick look at another screenshot. So here we have the ability to customize a KPI. We have the ability to also define formulas. Certain KPIs will have formulas, business rules. Who's the owner of this particular KPI? How do you define the weights and tolerances and benchmarks of each KPI? So this is all done within the application itself.

So the next step is -- and this is very often as we start to go through, we define a lot of goals, we define a lot of KPIs, and actually we did that at Just Born, and you can end up with literally hundreds of KPIs. So where do you focus?

What we do as the next step, is we build what's called "an opportunity choice board", and if you follow what we're going on this chart over here, and this based on the information that we have in our repository, or it could be even a manual process, but if you look at the axis on the bottom here, you can see the business value. The further to the right, that means it's higher business value to your company.

The other axis over here is the cost and complexity. So for obvious reasons if you see on the very top left-hand corner that's why I do it because these are high cost KPIs. For whatever reason, those KPIs are going to cost a lot of money to deliver. Maybe it's

because the business process doesn't exist, or the data doesn't exist in a proper format. And if you also look at the bottom right-hand corner, that's really your low hanging fruits. These are the KPIs where typically the cost is lower because the data's accessible, the business process is assessable, and we call those "the must haves". Based on that, we then get to -- once you've completed your choice board, and there's different methodologies of how you place the value of the company, once you've gotten through that, then you define an implementation roadmap.

So if we look at Just Born, their journey's not over. Their journey is just really getting going, and we look at producing phases that are short phases. Usually we like to look at 60 to 90 day maximum time in the particular phases, and get those quick wins. So start off with Phase 1, Phase 2, Phase 3, and this journey may go on for many, many years, but again, you're going to focus again based on the choice board on your low hanging fruit.

Here's another area that we do within our application, or that we focus on within our application is actually building scorecards. So we actually can define the hierarchy of a scorecard and which specific metrics we're going to define in the scorecard. What you're looking at here is actually a screenshot of the Cognos Metric Studio, and we actually have a direct link to load that data into the Cognos Metrics Studio. There's no data in there at this point, but the hierarchy of the scorecard is in place.

This is again, back to a screenshot from our application, and we produce something, when we're building a scorecard, we have the ability to do an impact diagram. In this case we're looking at cause and effect. So if you look at the middle of this diagram, that's the KPI. On the left-hand side these are potentially other KPIs that could affect the outcome of what's going to happen of the KPI that's sitting in the middle of this diagram. And on the right-hand side, that's the effect. This KPI depending on whether it's positive or negative will have affect on those specific KPIs. And here we actually load those impact diagrams directly into the Cognos Metric Studio. So that's basically taking that previous screen and loading it physically into the product itself.

The last area that I'm going to talk about before the demo because you'll actually see some of this live in the demo, is we've developed a mockup tool. Everyone today is focused on delivering dashboards. What we recognized is that in order to again, focus on the right elements, we needed to have much greater involvement of the business community to join together with IT to build these dashboards.

So what we did was we developed a mockup tool, and you can see here that we decided that we're going to place certain charts or graphs and so on in this mockup tool, and what we do in the mockup tool is we basically get contribution from the business users to help us define what should be in the dashboard itself. At this point we haven't really done any development, and here you just see another screenshot from



our mockup tool of taking different areas. The areas on the top here are different tabs for that particular dashboard. And here's some actual screenshots from -- this is the actual Cognos application where we're actually looking at a sample of a dashboard. And there's a similar dashboard that's deployed right now at Just Born. This is focused on sales, but it could be any area. It could HR, it could be financial, it could be corporate, it could be any area across your business.

To summarize before the demo, we believe that if you focus on the right things and you define your goals you're going to get much greater acceleration to your times -- much greater time to results. You're also going to have assured business value because you've already defined what's important to the business, and you already basically [rallied] the business around those specific goals, and you're going to achieve a much greater ROI on these projects which will lead to a much greater increase in business effectiveness. We've implemented a lot of tools that can assist in best practices, both from an industry perspective, from an architectural perspective. As a result, this gives you much greater -- or much lower risk on a particular product itself.

So we're going to take a look at a demo of these products and you'll see a focus on taking a specific goal and following that goal through a dashboard, through a scorecard, through portals, and we'll take a look at that as it's implemented in Cognos 8.

[Demo]

Mary Windishar: Now it's time for our speakers to answer questions submitted by the audience. If you'd like to ask a question, please type it into the box located at the bottom left of your console and then hit the Submit button. We'll try to get to as many questions as we can in the time that we have left today.

So Caroline, what's our first question?

Caroline Seymour: Thanks Mary. First question that we have, and perhaps Gary you may be able to answer this, what version of Cognos 8 were the global filters implemented in?

Gary Shiller: The version that we were actually looking at just now on the demo was 8.4, however the global filters, we've been implementing those since the earlier versions, since version 8.1. So it's not really dependent on the release of 8.

Caroline Seymour: Appreciate that, thanks Gary. Second question, and we do have a lot of questions coming in now, how did you decide where to focus. And Ed, maybe that's more of a question for you.

Ed Broczkowski: Absolutely. It's very similar to what Gary had talked about earlier with his opportunity choice boards. We thought about getting a quick win, of going for

the low hanging fruit, so we went into the must have kind of quadrant he had there, and started with our sales revenue reporting. We did a lot of paper reporting and we are a brokered sales force, so we have about 40 sales brokers throughout the country, so we generated and produced and sent out a lot of paper reports. So we thought that sales revenue was an easy quick win for us. The data was accessible, and we could greatly reduce our paper usage at the same time, so that's how we decided where to focus.

Caroline Seymour: Another question, the data -- well, the question is, is the transactional data daily, or monthly that we were seeing in the demo?

Gary Shiller: This is Gary, so the demo that you were seeing was primarily monthly data, but there were some other elements of year-to-date, and other relative time categories. But it could have been depending on the need for data, whatever level of granularity it could have been at any level.

Caroline Seymour: Yeah, so it could be daily, weekly, monthly --

Gary Shiller: That's correct.

Caroline Seymour: The question here is, have you been successful in having both IT and Line of Business involved in these projects in an observation of IT. [I've named here] is the fact that Ed you're on the business side, and Gary obviously focused on the implementation. Perhaps both of you will have an opinion around this particular question.

Gary Shiller: Yeah, well let me start and I'll let Ed elaborate a little more. I would say that a very big contributing factor to the success that Just Born has had with their implementation of Performance Management was specifically around a very strong collaboration between IT and the business community. Ed is not on the IT side; Ed is on the business side. His group and other Line of Business people spent a lot of time on this implementation just focusing on business value, ROI, which metrics are important to analyze, so they were very, very focused, and of course, IT becomes the enabler of this application. We had to figure out, "Where do we get this data?"

In the case of the GL, we actually built a data mart, so we worked very closely with IT in defining that, but at the end of the day, I think it was the collaboration between both IT and the business that lead to the success that we've seen.

Ed Broczkowski: I agree with Gary. We really needed to create a demand for the product, and we want the business users clamoring to use this product, and we've achieved that, and that's only because we looked at it from a business approach, not simply an IT approach. And when we deployed it, they learned the technology because they were excited about what the tool brought to their business issues.

Caroline Seymour: Thank you. Another question here is, and this is really for Just Born, are you using Cognos only internally, or do you actually provide access to external users, maybe customers or suppliers or -- either Ed or Gary.

Ed Broczkowski: Yeah, this is Ed. I can speak to that. We deploy Cognos out to our brokers. Again, we use brokers to sell our products into the marketplace, so they have access of all of the sales information that we would have access to internally, and then they can selectively use that information to do fact based selling with their customers. We also have IRI data that they can marry up, that's kind of point of sale information that they can marry up with our Cognos information, but we do deploy it outside of our walls.

Gary Shiller: Prior to -- actually the implementation of the dashboards to the broker community is one of the fairly recent projects that we worked on together, and I think that the process, the business process that existed prior to the dashboards was very difficult. There was not one centralized place for their brokers to get access to the information, so it did require -- I think Ed was mentioning, a lot of paper reports, but it required many, many reports to push out the information that was needed to the brokers to be able to be more successful in selling the Just Born products.

The dashboard, the advent of the dashboard led to much more of a central repository to be able to collaborate information with the brokers, and as a result because the information was all really pushed out in one place, it was a great success.

Caroline Seymour: Right. And just in general, and many success stories that we have on the website too with customers using the Cognos to provide external reports to whether it's the customers, partners, suppliers, whatever it happens to be. So an [action] that type of capability.

Another question that's come through, and this is more around the implementation side, a couple of questions around this, and perhaps Gary, this might be more for you, but could you just talk a little bit how in the implementation, there was one specific one on the implementation, the order fulfillment dashboard, and just the implementation of the application, so it may be one in the same question actually.

Gary Shiller: Well, the process of developing that particular dashboard starts with the definition of a specific goal. And then of course, that goal leads to the strategies and the tactics, the initiatives, down to which KPIs are going to be important. It does get into -- when you get into that level of metrics, there are different calculations that need to be implemented, so it required -- in this case we actually built a data model that supports that particular application. But it starts off by definition of the business goals down to the metrics itself.

Caroline Seymour: And then another question here, how did you decide which users in the company would get access to Cognos, and also how many users are licensed? Combine two questions in one. Perhaps maybe it's a bit of Ed and also Gary here, but -

Ed Broczkowski: I can take the part about how we decided on who we rolled it out to. I'm not quite sure of current and total number of licenses, but we really again, from a business approach, we looked at who was clamoring for information. Who were the people that were putting the requests into finance for information for their business needs, and deployed access that way. And the neat thing was we had a really good word of mouth campaign going on, so we deployed it into a couple spots within marketing and sales, and within the supply chain group a few people walked into some offices and saw it being utilized and right away were asking for it and wanted it. So that's the way we prefer to do it. Give it to the people who need the information and let them spread the word. And then when people get it, they're looking for it versus just putting it on their desktop and assuming somebody's going to begin to use it or have a need for it.

Caroline Seymour: And maybe again, Ed, how [launch] is your [staff] to support this application, or effectively are using. That's the question, but I guess you're using Sky Solutions is the implementation part --

Ed Broczkowski: There are outside consulting support and having said "outside" I mean, they're inside as much as they are outside. They're really our right-hand assist on that. Because we have a very small internal support staff, we have one dedicated resource in IT that assists us with managing the cubes, and the implementation. We have one dedicated business analyst that assists us with that, and that's really about it in terms of internal staffing that really supporting the Cognos maintenance.

Gary Shiller: I could tell you that once everything is implemented, on an ongoing basis there's minimal requirement for any kind of intervention or any type of maintenance to the application itself.

Caroline Seymour: Right. And just to check here, there's a question in good clarity too, would this Cognos go dashboard that's used? Maybe this is to Gary actually, all the reports who are in -- reports due to your Metric Studio.

Gary Shiller: No, the dashboards that you saw on the demo were not Co dashboards. They were developed in Report Studio. The data source that you saw for that particular dashboard was primarily, I wouldn't say exclusively, but primarily were cubes, and some of the reports that you saw that were triggered, that were filtered from the dashboard itself, those were hitting a relational database. But everything was completely developed in Report Studio.

Caroline Seymour: Yes, that answers the question of, are you developing anything using the Cognos SDK, so the answer would be no to that one wouldn't it?

Gary Shiller: No, there's no -- anything that you saw today, there was no requirement for the SDK.

Caroline Seymour: Right, right. And Ed, what is the one piece of advice over everything would you give to a company starting on business intelligence. Maybe speak from your experience.

Ed Broczkowski: The one thing I would need to assume here because I'll burn that one quickly, is you need to have executive approval and buy-in, so I'm going to assume you have that. Aside from that, you also need a very good partner. The reason being, my analogy is when you buy the Cognos BI tool it's like buying a great set of golf clubs, but you really need somebody to show you how to utilize those clubs for your swing, and how you want then to work in your situation.

So that partner is the person that's going to sit with you and explain to you, or actually first, listen to what your needs are and then explain, "Okay, what tool, what club, is going to best fit that situation," and then show you how to utilize it, so that way you can then explain it to other people in the organization. And without that key consultant partner, you're going to be frustrated potentially when you're club doesn't swing as well as you see it at some of the seminars and conferences. So it's really finding that partner that can understand your business needs, and work with you to get the IBM Cognos tool to deliver the maximum performance for your organization.

Caroline Seymour: Another question here, and maybe this is a good one for you Gary actually. [A bit] more and more generic, but what kind of reports do companies usually need by Cognos. I mean, you've got a wealth of experience here Gary of different applications. What kind of analysis usually is used in Cognos? What do you typically see?

Gary Shiller: Well, I mean, of course, you see reporting across the board and it depends on what part of the business that you're looking at. I guess the focus should be really not what you have in your reports, but is whether it's -- and we'll use the term "report" generically because it could be a dashboard, it could be just a straightforward report, it could be analysis, (inaudible) analysis, it could be scorecarding. The key I would say is, is it actionable? If you're producing, if you're looking to do analysis on some type of information within your business, if the area that you're focused on is not actionable, there's very little value that you'll get from that particular report, or that particular cube, or that particular scorecard, or dashboard. So the key is really to focus on something that you can take action on.

Mary Windishar: Caroline, we probably have time for one more question or a summary from you.

Caroline Seymour: Yeah, there's quite a lot more questions, so I think as you mentioned earlier that questions that are submitted will be followed up after the session, but I wouldn't mind just adding a couple of thoughts based on what we've actually sort of heard today, and it is inline with some of the questions here.

A key element that we see a lot with our customers is about planning and thinking strategically, but starting small, and you can start anywhere whether it's with planning, reporting, analysis, allowing for sort of modular incremental strategy. And you heard Ed and also Gary talk about it's a journey. There is a destination, but it's a journey and it's a lifecycle as you actually go through. And the reason it's important to deploy tactically and ensuring your initiatives are connected and starting small is so that you can really enable your project rollout to match your resource capacity and your budget. It'll help you realize your business benefits quickly, and it helps to provide justification for further investment. But it also allows adjustment as you're actually going through the process to respond to the changes in your business objectives.

This is a journey, and I think Gary mentioned it too; Just Born has not finished yet. It's still an ongoing process as any VI project is. But I would like to say thank you very much to Ed from Just Born for sharing your story and your journey with us. And for also Gary for walking us through how you implemented the solution at Just Born.

Ed Broczkowski: Well, it's my pleasure, thank you for the opportunity. Thank you all very much.

Mary Windishar: And thank you Caroline. We have reached the top of the hour, and we'd like to ask our audience to complete the following brief satisfaction survey before you logout. And if you'd like more information about today's topic and to see our calendar of upcoming events, please visit [www.ibm.com/Cognos/techtalk](http://www.ibm.com/Cognos/techtalk).

Thank you to our speakers, Caroline, Gary, and Ed, and of course to our audience for participating in today's webinar.